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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period from 1 July 2002 to 30 June 2003

Report of the Secretary-General*

Summary

The present report contains the proposed budget for the support account for peacekeeping operations for the 12-month period from 1 July 2002 to 30 June 2003 of $102,316,380 gross ($88,389,480 net) and an establishment of 711 posts. The proposal includes a request for an additional 12 posts for the Department of Peacekeeping Operations, 3 posts for the Medical Services Division, 6 posts for the Information Technology Services Division, 1 post for the Procurement Division, and 2 posts for the Department of Public Information.

The increase of $12,567,130 gross ($9,080,980 net) over the current appropriation includes the full costs for 121 additional posts approved by the General Assembly in its resolution 56/241 and four posts for the Office of the United Nations Security Coordinator approved in resolution 56/255, which were partially funded in the current financial period.

The proposed budget for the period from 1 July 2002 to 30 June 2003 reflects a vacancy factor of 8 per cent for posts in the Professional and higher categories and 2.5 per cent for posts in the General Service category.

The action to be taken by the General Assembly at its fifty-sixth session is contained in paragraph 13 of the present report.

* The footnote required in accordance with paragraph 8 of resolution 53/208 B, in which the General Assembly decided "that if a report is submitted late to the conference services, the reasons for this should be included in a footnote to the document", was not included in the original submission.

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Abbreviations

iMIS	Integrated Management Information System
MINURSO	United Nations Mission for the Referendum in Western Sahara
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
OSCE	Organization for Security and Cooperation in Europe
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIKOM	United Nations Iraq-Kuwait Observation Mission
UNLB	United Nations Logistics Base at Brindisi
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIBH	United Nations Mission in Bosnia and Herzegovina
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMOP	United Nations Mission of Observers in Prevlaka
UNOMIG	United Nations Observer Mission in Georgia
UNTAET	United Nations Transitional Administration in East Timor

I. Overview

A. Background

1. Since January 2001, the Secretary-General has undertaken a range of measures to enhance the ability of the Organization to meet the challenges of its peacekeeping operations.[1] In particular, these efforts sought to enhance the capacities of the Secretariat to conceive, plan, deploy and support peacekeeping operations in a coordinated manner. The measures were also aimed at enabling the Organization to ascertain and respond to the concerns of the Member States and to provide them with high-quality information throughout the peacekeeping decision-making process. The Secretary-General built his initiative on the recommendations of the Panel on United Nations Peace Operations (see A/55/305-S/2000/809) and the Special Committee on Peacekeeping Operations on the comprehensive review of the whole question of peacekeeping operations in all their aspects (A/55/1024 and Corr.1), as approved by the General Assembly in resolutions 55/238 of 23 December 2000, 55/271 of 14 June 2001 and 56/241 of 24 December 2001.

2. The current budget proposals for the support account outline what the Secretariat intends to accomplish during the period from 1 July 2002 to 30 June 2003. The proposal follows a new format that represents an effort to provide all relevant financial as well as substantive aspects of peacekeeping support in a logical manner.

B. Results-based budgeting

3. The proposed budget reflects a shift towards a system of results-based budgeting, in line with General Assembly resolutions 55/231, 55/271 and 56/241, and comprises a results-based framework that links the established objectives of the medium-term plan to expected accomplishments, with a specific set of indicators of achievement and outputs for each of the accomplishments, in relation to the required budget resources. The expected accomplishments have been defined in accordance with the support-oriented capacities that are funded from the support account, rather than at the mission level. The framework also identifies external factors that may affect the achievement of the expected accomplishments. With this approach, budget performance measurement of the support account will gradually shift from keeping workload statistics, which will still be used for internal management purposes, to measuring accomplishments by using predefined indicators for which individual units are responsible. Accordingly, results will be assessed in budget performance reports, starting with the report for the period 2002/03. Further work on improvement of indicators and establishment of relevant baselines will be done during the budget period.

[1] The measures are described in the reports of the Secretary-General on the implementation of the report of the Panel on United Nations Peace Operations (A/55/502), the related resource requirements (A/55/507 and Add.1), the findings of the comprehensive review of the whole question of peacekeeping operations in all their aspects (A/55/977) and the programme budget implications of the comprehensive review (A/C.5/55/46 and Corr.1 and A/C.5/55/46/Add.1).

C. Scope of peacekeeping operations

Table 1

	1996	1997	1998	1999	2000	2001	2002 (Projected)
Ongoing missions at year end	16	15	16	17	15	15	15
Missions closed	3	5	2	3	3	-	1
Countries contributing troops, military observers, civilian police	69	71	77	88	89	87	87
Deployed troops[a]	26 250	20 830	10 750	12 700	29 190	38 100	37 000
Military observers[a]	1 750	1 550	950	1 320	1 510	1 826	1 800
Civilian police monitors[a]	2 770	3 130	3 030	4 440	7 800	7 957	7 500
Civilian staff[a]	4 100	6 300	6 400	9 300	15 700	16 600	16 600

	1996/97	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03 (Projected)
Peacekeeping operations budget levels (billions of United States dollars)	1.26	.95	.84	1.45	2.63	2.71	2.90
Support account posts	345	346	400	467	562	687	711

[a] Peak number.

4. Table 1 includes a number of indicators to reflect the recent trend in the overall magnitude and volume of peacekeeping operations and support. By 2002, the support capacity at the United Nations Secretariat is reaching a level where it can effectively backstop the current volume of operations, address the needs of Member States and pay attention to such medium-term organizational priorities as improving processes, upgrading technology, training people and changing the organizational culture to enhance effectiveness and efficiency.

D. Overall accomplishments and requirements

5. The principal reference point of the proposed budget is a set of four expected accomplishments for support to peacekeeping operations as a whole, for which the Organization is responsible. All Headquarters units that backstop and support peacekeeping operations will contribute towards all or some of these accomplishments in accordance with their specific functions. This shows the interdependence and shared responsibility of the Department of Peacekeeping Operations and other Headquarters units in achieving the results. Through this approach, an effort is made to strengthen the coherence of Headquarters' support to peacekeeping operations and to facilitate the understanding of relationships and interactions between the involved departments and units. In this regard, section X of the present document contains a consolidated results-based framework that shows the combined outputs for each of the expected accomplishments.

6. The Organization expects to achieve the following accomplishments in the period from 1 July 2002 to 30 June 2003:

(a) **Expected accomplishment 1**: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping;

(b) **Expected accomplishment 2**: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates;

(c) **Expected accomplishment 3**: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations;

and, spearheaded by the Department of Peacekeeping Operations:

(d) **Expected accomplishment 4**: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies.

7. To reach the above accomplishments the Organization would require the budget resources that are reflected in table 2.

8. An additional essential factor to reach the above accomplishments, in particular accomplishment 2, would be the establishment of strategic deployment stocks, the related implementation capacity at the United Nations Logistics Base (UNLB) at Brindisi and a pre-mandate financial commitment authority. These elements are addressed in separate reports by the Secretary-General.

9. The results-based frameworks and related budget requirements are presented at the individual organizational level in sections III to IX below. The budget requirements are also presented at the department level for the Department of Peacekeeping Operations and the Department of Management in tables 21 and 43, at the end of sections III and VIII, respectively. The budget requirements for the Executive Office and the Office of the Assistant Secretary-General in the Office of Mission Support of the Department of Peacekeeping Operations are included in consolidated table 21 at the department level. Similarly, for the Department of Peacekeeping Operations and the Department of Management, certain budget requirements of an indirect costs nature have been reflected at the consolidated department level, such as rental of premises, communications, rental of office equipment, acquisition and maintenance of office furniture and equipment and subscriptions (see tables 21 and 43).

10. The individual budget requirements tables are followed by a justification in narrative form, in those cases where additional staff resources above the maintenance level are requested, with reference to specific outputs in the results-based framework, as well as for non-posts resources. Maintenance level budget staff requirements are justified in their totality by the remaining outputs of the results-based framework.

Table 2
Overall resources
(United States dollars)

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Posts	58 930 900	68 290 600	9 359 700
Other staff costs	1 148 300	1 015 000	(133 300)
Consultants and experts	450 000	1 388 600	938 600
Travel	828 600	1 375 000	546 400
Training	880 500	2 935 500	2 055 000
General operating expenses	11 224 550	8 170 600	(3 053 950)
Supplies and materials	101 750	209 100	107 350
Electronic data-processing equipment and services	5 207 000	4 852 180	(354 820)
Furniture and equipment	536 900	152 900	(384 000)
Staff assessment	10 440 750	13 926 900	3 486 150
Total	**89 749 250**	**102 316 380**	**12 567 130**

Table 3
Overall staffing

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-2	3	4	1
D-1	10	12	2
P-5	43	44	1
P-4	190	194	4
P-3	161	162	1
P-2/P-1	14	15	1
Subtotal	**421**	**431**	**10**
General Service and related categories			
Principal level	19	24	5
Other levels	244	253	9
Trades and crafts	3	3	-
Subtotal	**266**	**280**	**14**
Total	**687**	**711**	**24**

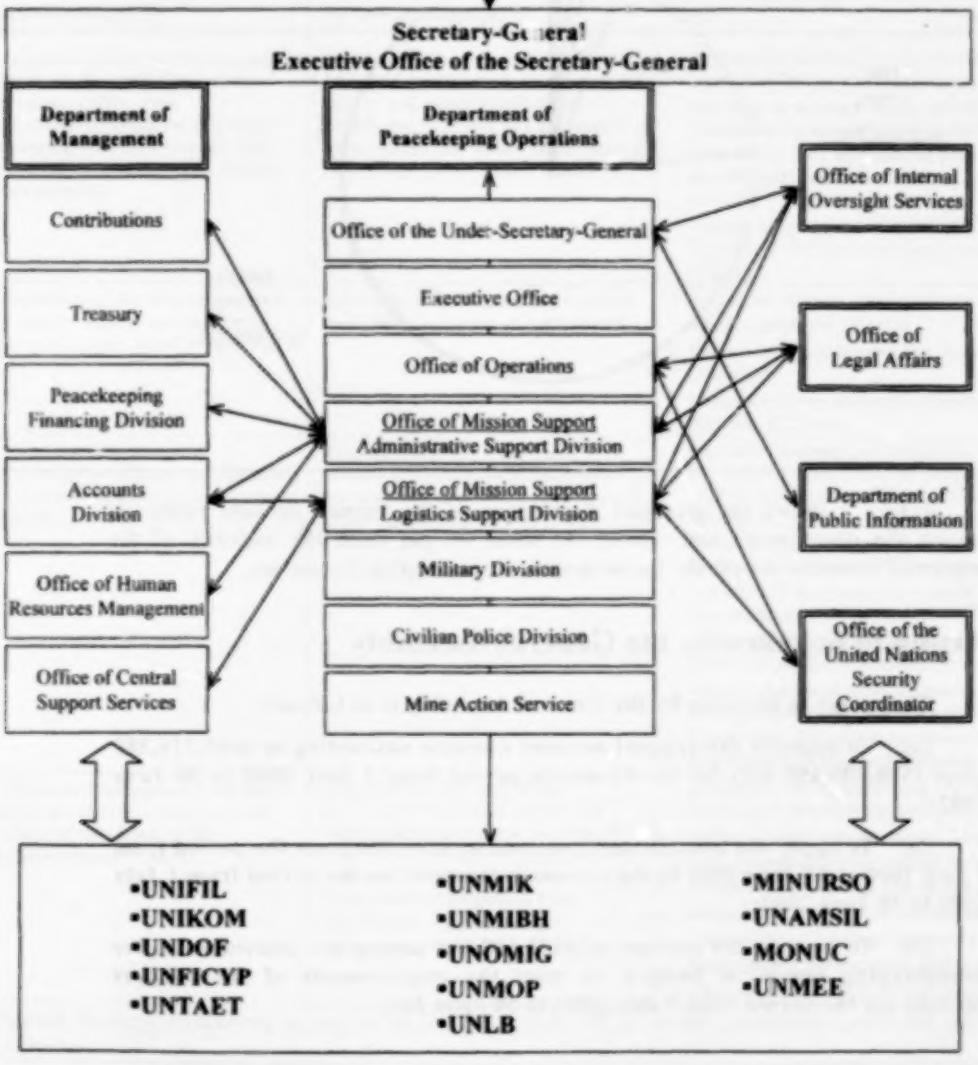
11. Figure 1 reflects how support to peacekeeping operations is organized, including the major process interfaces between the offices, divisions and services. These are the major process interfaces involved in achieving the expected accomplishments.

Chart 1

Overall support process

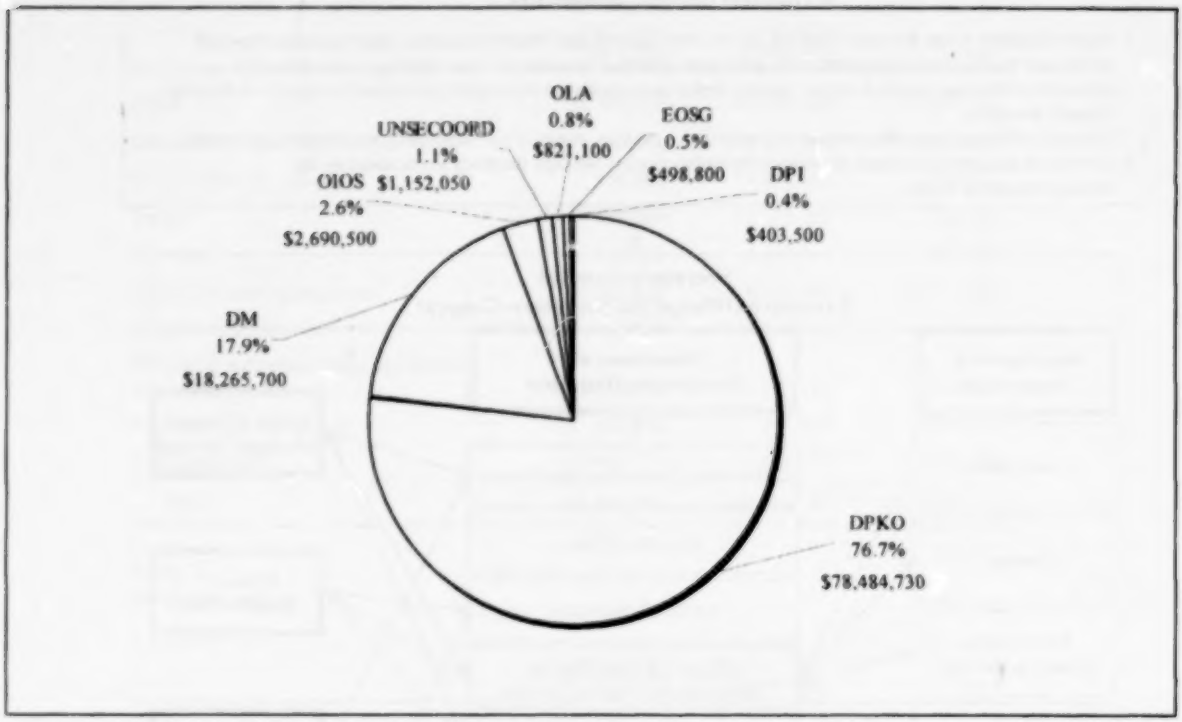
Expected accomplishments

1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping.
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates.
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations.
4. Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies.



⟷ Major interface.

Figure 2
Distribution of the proposed budget for the period from 1 July 2002 to 30 June 2003 by department/office



12. Figure 2 shows the proposed distribution of the support account resources among the departments and offices. At about 77 per cent, the majority of the requested resources are for the Department of Peacekeeping Operations.

II. Action to be taken by the General Assembly

13. **The action to be taken by the General Assembly is as follows:**

(a) To approve the support account estimate amounting to $102,316,380 gross ($88,389,480 net) for the 12-month period from 1 July 2002 to 30 June 2003;

(b) To apply the miscellaneous income of $127,800 from the period from 1 July 2000 to 30 June 2001 to the resources required for the period from 1 July 2002 to 30 June 2003;

(c) To prorate the amount of $102,188,580 among the individual active peacekeeping operation budgets to meet the requirements of the support account for the period from 1 July 2002 to 30 June 2003.

III. Department of Peacekeeping Operations

A. Individual results-based frameworks and related resource requirements

1. Office of the Under-Secretary-General

Table 4
Results-based framework

Objective: To strengthen the Secretary-General's ability to implement peacekeeping mandates.

Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Positive feedback from the Executive Office of the Secretary-General on the quality and comprehensiveness of reports and briefings and acceptance of recommendations of the Department of Peacekeeping Operations	• Reports and briefings to the Security Council, legislative bodies and troop-contributing countries • Briefings to Member States and others on peacekeeping activities and accomplishments • Published articles, speeches and presentations on peacekeeping issues at conferences and representational activities • Support to the Special Committee on Peacekeeping Operations and other relevant intergovernmental bodies
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	Successful mission planning exercise as assessed by surveyed participants	• Integrated mission planning template • Mission planning exercise • Manual for Multidimensional Peacekeeping Operations • Lessons learned analyses of completed mission planning processes
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Recommendations from lessons learned and best practices analyses that are adopted as policies and procedures	• Standard operating procedures for public information components of missions, revised security management system and child protection advisers • Common methodology for the extraction of lessons learned and best practices in the missions • Initiation of an electronic network for the sharing of best practices • Policy advice to missions on gender issues and disarmament, demobilization and reintegration • Reviewed disarmament, demobilization and reintegration guidelines and training curriculum • Established procedures for completion, issuance and maintenance of standard operating procedures
4. Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	Departmental business plans, performance appraisal system and budget submissions that are aligned with the Department of Peacekeeping Operations Under-Secretary-General Programme Management Plan Approved department-wide information technology strategy.	• Department of Peacekeeping Operations Under-Secretary-General Programme Management Plan • Office of the Under-Secretary-General business plan • Performance appraisal system for directors and above that are directly linked to business plans • Budget submissions and performance reports • Information technology strategic plan • Department information sharing system • Electronic document file classification system

External factors: Peacekeeping activities for the period will be broadly consistent with the current level and complexity.

Table 5
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-2	–	1	1
D-1	1	1	–
P-5	1	2	1
P-4	6	7	1
P-3	4	4	–
P-2/P-1	1	1	–
Subtotal	**13**	**16**	**3**
General Service category			
Principal level	1	1	–
Other level	9	10	1
Subtotal	**10**	**11**	**1**
Total	**23**	**27**	**4**

B. Resource requirements, 1 July 2002-30 June 2003

(United States dollars)

	Amount
Consultants and experts	270 000
Travel	60 000
Total	**330 000**

14. The proposed 2002/03 budget reflects maintenance funding for 23 posts, an additional 4 posts (1 D-2, 1 P-5, 1 P-4, 1 GS-OL) and non-post resources of $330,000.

Additional staffing requirements

15. The **Director of Change Management (D-2)** would contribute to accomplishment 4 by leading the management reform process of the Department of Peacekeeping Operations, by developing the business plan and the information technology strategic plan and by coordinating the implementation of those plans over the next years. Without this post, the Department's ability to effectively plan, organize and implement reform programmes would be limited. Furthermore, it would require the Under-Secretary-General and other members of the Senior Management Team to divert their attention from the more substantive aspects of the Department's work to internal management reform issues.

16. The **Senior Gender Adviser (P-5)** would contribute to accomplishment 3 by formulating and developing policies, action plans, methodologies and tools to support implementation of gender mainstreaming in the Department of Peacekeeping Operations and in missions and advise and provide technical support for field gender advisers/gender units. While the Office of the Special Adviser has the mandate to provide advice and support and to monitor and report on progress in each department, it does not undertake responsibility for gender mainstreaming throughout the United Nations system, including in the Department. The Office of the Special Adviser has specifically supported the creation of this gender capacity within the Department.

17. The **Disarmament, Demobilization and Reintegration Adviser (P-4)** would contribute to accomplishment 3 by coordinating an integrated approach to disarmament, demobilization and reintegration in terms of disarmament, demobilization and reintegration policy, development, planning and implementation in the Department of Peacekeeping Operations, with the missions and with other entities involved in the disarmament, demobilization and reintegration processes. Given the importance of disarmament, demobilization and reintegration activities to the success of many peacekeeping operations, and the fact that there is no Secretariat department responsible for disarmament, demobilization and reintegration, this position would provide a focal point for this area. Without this post, planning, coordination and oversight of disarmament, demobilization and reintegration functions and activities would likely be more ad hoc.

18. **Administrative Assistant (GS-OL).** In line with the proposed increase in professional staff it is proposed to increase the number of support staff within the Peacekeeping Best Practices Unit. The ratio of support to Professional staff would change from the current 1:5 to 1:4. Without the post of Administrative Assistant, the capacity of the Professional staff could not be fully utilized towards the expected accomplishments.

Non-staff requirements

19. **Consultants and experts ($270,000).** Provision is made for:

(a) $150,000 for experts to complete work on the Manual for Multidimensional Peacekeeping Operations, which was started in late 2001 under the direction of the Peacekeeping Best Practices Unit. The project is assembling policy and operational information, guidelines and standard operating procedures for staff of the Department of Peacekeeping Operations and for operational partners in peacekeeping;

(b) $120,000 for consultants to design and establish an overall framework for the ongoing production and updating of technical manuals, guidelines and standard operating procedures within the Department of Peacekeeping Operations. The documents are being completed by the substantive offices, but there is a need for standardized procedures for the formatting, vetting, approval, dissemination and revision of these documents.

20. **Travel ($60,000).** Provision is made for the Under-Secretary-General, his staff and staff of the Peacekeeping Best Practices Unit to represent the Organization at meetings, seminars and conferences relating to peacekeeping issues and to accompany the Secretary-General on official visits.

2. Office of Operations

Table 6
Results-based framework

Objective: To ensure the effective and rapid implementation of Security Council mandates by increasing the capacity of the Organization for the planning, establishment and management of peacekeeping operations.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Adoption of policy recommendations by the competent bodies Positive feedback, received through formal and informal channels, on the quality of recommendations	• Comprehensive and substantive reports of the Secretary-General to the Security Council • Letters from the Secretary-General to the President of the Security Council • Substantive background notes to the Security Council, the Secretary-General and other senior officials • Notes on meetings/consultations of the Security Council • Troop-contributor consultations chaired by the Department of Peacekeeping Operations or the Security Council • Oral briefings to the Security Council, the General Assembly, troop contributors and other Member States on various issues relating to peacekeeping • Background information and advice to the General Assembly on matters related to peacekeeping operations
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	Completion of the mission planning process in line with Security Council demands	• Integrated concepts of operations for new missions
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Missions meet benchmarks of mandate implementation strategies Number of significant mutually supportive programmes implemented in the field by peacekeeping partners	• Guidance and support to missions on operational matters • Coordinated system-wide task forces and working groups on peacekeeping operations • Advice on peacekeeping related issues to internal and external entities • Updated concepts of operations for ongoing missions • Situation Centre operated 24 hours a day, 7 days a week • Daily summary report on situation in missions
4. Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	Approval of the Office of Operations business plan by the Under-Secretary-General for Peacekeeping Operations	• Office of Operations business plan • Performance appraisal system developed in line with business plan
External factors: Parties to the conflict will cooperate and be willing to resolve their disputes. Peacekeeping partners will provide necessary political support, human resources, logistics and financial resources.		

Table 7
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-1	2	2	–
P-5	8	8	–
P-4	14	14	–
P-3	17	17	–
P-2/P-1	4	4	–
Subtotal	**45**	**45**	**–**
General Service category			
Other level	15	19	4
Subtotal	**15**	**19**	**4**
Total	**60**	**64**	**4**

B. Resource requirements, 1 July 2002-30 June 2003

(United States dollars)

	Amount
Travel	50 000
Total	**50 000**

21. The proposed 2002/03 budget reflects maintenance funding for 60 posts, an additional 4 posts (4 General Service, Other level) and non-post resources of $50,000.

Additional staffing requirements

22. The **four General Service posts (4 GS-OL)** would increase the productivity of the 17 additional Professional staff approved since 1 January 2001 (with no increase in support staff), by assuming tasks related not only to clerical work, but also to data entry and tabulation for the extensive use of databases in this division. One post would be included in the Office of the Assistant Secretary-General and one each in the three regional divisions. Without these posts, the capacity of the Professional staff could not be fully utilized towards expected accomplishments 1, 2 and 3.

Non-staff requirements

23. **Travel ($50,000)**. Provision is made for travel to meetings, conferences and seminars, to attain a greater understanding and consensus on peacekeeping issues among Member States, regional organizations and other peacekeeping partners.

3. Office of Mission Support

24. In line with the Secretary-General's proposal in the comprehensive review (A/55/977), the former Office of Logistics, Management and Mine Action has been reorganized and renamed as the Office of Mission Support, consisting of two divisions.[2] The Office of Mission Support coordinates and guides the work of these Divisions, the Administrative Support Division and the Logistics Support Division.

25. The proposed 2002/03 budget reflects maintenance funding for four posts in the Office of the Assistant Secretary-General.

[2] The activities related to mine action are no longer part of the Office of Mission Support but report directly to the Under-Secretary-General.

(a) Administrative Support Division

Table 8
Results-based framework

Objective: To ensure timely and effective administrative support to peacekeeping operations, as well as other activities in the missions authorized by the United Nations.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Positive feedback from legislative bodies and troop-contributing countries	•Advice on policy and procedures in respect of financial, budgetary and personnel matters •Briefings to troop-contributing countries on the process of contingent-owned equipment and other financial matters, and on personnel matters
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	Approval by the Under-Secretary-General for Peacekeeping Operations of mission planning templates Established 100-person surge roster with pre-cleared candidates	•Mission planning templates •Surge roster and eminent persons roster •Standby arrangements for personnel with United Nations agencies and other entities/professional organizations •Generic job descriptions for mission critical posts •Roster of pre-cleared candidates by occupational group/function •Operational requirements for pre-mandate commitment authority
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Reduction in the time frame for the completion of the mission liquidation process and related tasks and closure of mission accounts Reduction in the average time required to complete negotiations on memorandums of understanding with troop-contributing countries Reduction in the average time required to certify claims for payment Reduction in the average vacancy rate for international staff in missions Satisfaction of surveyed mission leadership with the support provided for human resources	•Reviewed budget estimates and budget performance reports •Supplementary financial information to the Office of Programming Planning, Budget and Accounts •Negotiated memorandums of understanding with troop-contributing countries •Certified contingent-owned equipment, death and disability and other claims and cleared letters of assist •Updated mission finance manual, contingent-owned equipment manual, standard operating procedures for financial management practices in missions •Responses to internal and external audit recommendations and observations •Recruited and assigned mission staff, administered international mission staff •Revised mission personnel policies and procedures and policies, standard operating procedures for selection and grading of staff •Training strategy and developed mission training modules •Guidance and support to missions on finance and personnel policies and procedures
4. Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	Approval of the Administrative Support Division business plan by the Under-Secretary-General/Assistant Secretary-General for Peacekeeping Operations	•Administrative Support Division business plan •Performance appraisal system developed in line with business plan
External factors: Peacekeeping partners will cooperate to ensure timely completion of memorandums of understanding.		

Table 9
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-2	1	1	-
D-1	2	2	-
P-5	7	7	-
P-4	25	25	-
P-3	39	39	-
P-2/P-1	4	4	-
Subtotal	**78**	**78**	-
General Service category			
Principal level	11	11	-
Other levels	80	80	-
Subtotal	**91**	**91**	-
Total	**169**	**169**	-

B. Resource requirements, 1 July 2002-30 June 2003

(United States dollars)

	Amount
Consultants and experts	401 500
Travel	90 000
Training	694 500
General operating expenses	200 000
Total	**1 386 000**

26. The proposed 2002/03 budget reflects maintenance funding for 169 posts and non-post resources of $1,386,000.

Non-staff requirements

27. **Consultants and experts ($401,500) (for the Personnel Management and Support Service)**. Provision is made to develop information technology support systems in the areas of training planning and tracking, human resources planning and in career management and development ($90,000); to develop field structures and generic job profiles for restructured Field Service Officer positions and for posts specific to governance missions ($150,000); to design, implement and analyse a client satisfaction survey regarding the services offered by the Personnel Management and Support Service ($25,000) to design an information technology-

based career management/mobility programme in coordination and guidance by the information technology section of the Department of Peacekeeping Operations and the Office of Human Resources Management ($25,500); to support specific public information campaigns and outreach, to design specific guidelines for interviews and evaluation of candidates and to update and consolidate handbooks, guidelines and standard operating procedures on recruitment procedures ($51,000); to develop a linkage to the electronic personnel handbook on field related personnel issues; and to prepare an electronic interface to facilitate travel requests and approvals ($60,000).

28. **Travel ($90,000)**. Provision is made for Administrative Support Division staff to attend seminars and conferences on best practices in human resources and financial management and to develop partnerships with Member States and other United Nations agencies as part of the overall global staffing strategy.

29. **Training ($694,500)**. The Civilian Training Section in the Personnel Management and Support Service oversees policy in the area of training at both Headquarters and the missions. Funding is required for the development and delivery of training programmes, both at Headquarters and in the missions. The provision includes the cost of travel of Headquarters based instructors to the course location, but does not include the cost of missions participating in these courses. These costs will continue to be met from mission training budgets.

Table 10
Training of civilian personnel
(United States dollars)

Description	*Amount*
Conduct of training programmes for missions	510 500
Human resources workshop visits to five missions; financial management for missions; Special Representative of the Secretary-General conference and workshop, New York; train the trainers course; induction training for contributing countries; Chief of Integrated Support Services and logistics workshops, including field visits; aviation safety workshops; and logistics rapid deployment exercise	
Consultants	154 000
Delivery of people management training programme to five missions; development of distance learning packages and training in software use	
Development and printing of training material	30 000
Total	**694 500**

30. **General operating expenses ($200,000)**. Provision is made for external advertising for key positions within missions.

(b) Logistics Support Division

Table 11
Results-based framework

Objective: Ensure timely and effective logistical support to peacekeeping operations, as well as other activities in the missions authorized by the United Nations.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Positive feedback from legislative bodies and troop-contributing countries	•Advice on policy and procedures for logistics, communications and information technology matters •Briefs to troop-contributing countries on logistics, communications and information technology matters •Regular summary of Headquarters and mission logistics management actions for the Secretary-General
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	Certification by the Under-Secretary-General/Assistant Secretary-General for Peacekeeping Operations, of readiness of existing mission start-up kits and rapid response procedures Certification by the Under-Secretary-General/Assistant Secretary-General for Peacekeeping Operations, of readiness of 50 per cent of approved modules on strategic deployment stocks and rapid response procedures	•Table of equipment and technical specifications, standby rosters and support policies •Kits of strategic deployment stocks ready to deploy at UNLB •Policies on strategic deployment stocks management structure and support contracts established
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Positive results from mission survey on Headquarters logistics support Acceptance of individual mission support plans by the Assistant Secretary-General, Office of Mission Support Acceptance by chief administrative officers of recommendations of asset management review team Acceptance by chief administrative officers, the Chief of Integrated Support Services and the Office of Mission Support Assistant Secretary-General of global peacekeeping logistics support plan Successful test of communication and information technology disaster recovery plan Acceptance of acquisition process review report by the Assistant Secretary-General, the Office of Mission Support	•45 draft standard operating procedures •Support plans developed and approved for all missions •Guidance and support to missions on logistical, aviation, medical, communications, environmental and information technology matters •Acquisition process review report •Requisitions, material release orders and letters of assist •Approved process for global peacekeeping asset and expendables management and reporting •Communication and information technology customer support and disaster recovery procedures •Global logistics support strategy and plan •Developed training courses for staff of the Integrated Support Services, the Communication and Information Technology Service, the Engineering Service, and the transport and air transport units •Logistics familiarization course for chief administrative officers •Desk officer and logistic officer mission visit reports •Developed training course for Logistics Support Division section chiefs and desk officers

Objective: Ensure timely and effective logistical support to peacekeeping operations, as well as other activities in the missions authorized by the United Nations.

Expected accomplishment	*Indicator of achievement*	*Output*
4. Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	Approval of the Logistics Support Division business plan by the Under-Secretary-General/Assistant Secretary-General for Peacekeeping Operations	•Logistics Support Division business plan •Performance Appraisal System developed in line with business plan

External factors: Proposals on strategic deployment stocks will be approved by the General Assembly. Military components of missions will meet equipment and self-sustainment specifications established in memorandums of understanding.

Table 12
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-1	1	2	1
P-5	8	8	-
P-4	41	41	-
P-3	53	53	-
P-2/P-1	2	2	-
Subtotal	**105**	**106**	**1**
General Service category			
Principal level	3	3	-
Other level	50	50	-
Subtotal	**53**	**53**	-
Total	**158**	**159**	**1**

B. Resource requirements, 1 July 2002-30 June 2003

(United States dollars)

	Amount
Consultants and experts	290 000
Travel	150 000
Electronic Data processing equipment and services	4 200 030
Total	**4 640 030**

31. The proposed budget for the period from 1 July 2002 to 30 June 2003 reflects maintenance funding for 158 posts, 1 additional post (D-1) and non-post resources of $4,640,030.

32. It is proposed that the Division be restructured into three services, each headed at the D-1 level, to reflect the managerial and technical competencies required, and the increasing internal and external responsibilities.

33. The Operational Support Service, responsible for the coordination of logistics support for missions and the primary point of contact for logistics support issues, would be headed by the D-1 post currently approved under the regular budget for the Deputy Director of the Logistics Support Division. The Specialist Support Service, responsible for the provision of engineering, transport and general supply policies, standards and technical support to missions, would be headed at the D-1 level through the redeployment of the former post for the Deputy Director of the

Field Administration and Logistics Division. The Communication and Information Technology Service, responsible for the development, management and provision of communications and information technology policies, strategies and initiatives for missions and the global communications and information technology network systems of the Department of Peacekeeping Operations, would be headed by a new D-1 post.

Additional staffing requirements

34. **Chief of the Communication and Information Technology Service (D-1).** The post is requested to provide oversight to the Service in contributing to accomplishments 1 to 4. The new post takes into consideration the increasing reliance on communications and information technology systems within missions and the responsibility for the development and management of peacekeeping information, control and knowledge management systems in headquarters and the missions.

Non-staff requirements

35. **Consultants and experts ($290,000)**: (a) $200,000 is requested to evaluate existing spare parts management methodology (expendables management); (b) $90,000 is requested to develop environmental policies and regulations for missions.

36. **Travel ($150,000).** Provision is made for travel to conferences and seminars for the various technical areas such as: acquiring information on aviation best practices, to visit civil aviation authorities and to evaluate vendors prior to completion of contracts (particularly for the mission vehicle fleet). Travel for the Assistant Secretary-General of the Office of Mission Support is also included for administrative reasons.

37. **Electronic data processing equipment ($2,195,030).** The requirements for electronic data processing equipment are shown in table 13.

Table 13
(United States dollars)

Description	*Amount*
Replace 90 desktops/monitors (25 per cent of equipment annually)	139 500
Replace 30 laptops	72 000
Replace 90 desktop printers ($54,000), 20 local area network (LAN) printers ($140,000)	194 000
10 digital senders	30 000
10 servers	150 000
6 rack systems	36 000
Uninterruptible power source (UPS) data centre	70 000
Disaster recovery	750 000
Internet facility	120 000
Storage area network (SAN) storage upgrade (1 terabyte)	160 000
Wide area network (WAN) connectivity/backup network	150 000

Description	*Amount*
LAN/WAN tester/monitor	32 000
20 high speed Docimage scanners	130 000
2 e-Cabinets	40 000
Ancillaries and accessories	121 530

38. **Electronic data processing services ($2,005,000)**. Provision is made for external contractual services for ongoing information technology maintenance and support tasks. This includes supporting and securing a global information technology network (comprising 18,000 personal computers plus network infrastructure), maintenance and support for mission critical systems, support for dual disaster recovery sites, the release of the Galaxy web-based recruitment system, and expansion of the Integrated Management Information System field pilot.

4. Military Division

Table 14
Results-based framework

Objective: To ensure the effective and expeditious planning and deployment of military components of peacekeeping operations.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Military advice is sought and incorporated in planning, resolutions, reports and briefings	•Advice and information sharing with other departments, United Nations and non-United Nations agencies, Member States, military elements of regional organizations on the utilization of military capability •Military Division web site
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	Approval of refined military mission planning process by the Under-Secretary-General for Peacekeeping Operations	•Refined military mission planning process •Developed consultation process with potential troop-contributing countries •Updated United Nations stand-by arrangements system •Mission Headquarters orientation programme
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations.	Positive feedback from missions on the guidance and support provided by the Military Division	•Desk officer mission visit reports •Annual reviews of mission military components •Standard operating procedures and guidelines: force headquarters generic standard operating procedures, guidelines for selection, deployment, rotation and repatriation of individuals/contingents, Department of Peacekeeping Operation policy on nuclear, biological and chemical protection, United Nations training guidelines for national staff colleges •Pre-deployment induction and post-appointment briefings for senior military personnel •Automated processes and standardized procedures for management and administration of individual rotations and repatriations •Secretariat instruction on conditions of service •Standardized generic training modules •Training material •Regional seminars and specialized courses •Pre-deployment training assessment criteria •United Nations stand-by arrangements system training package •Mission training cells •Conference of military heads of mission •Updated mission security and evacuation plans •Guidance and support to missions on utilization of military capability
4. Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	Approval of Military Division business plan by the Under-Secretary-General for Peacekeeping Operations	•Military Division business plan •Performance appraisal system developed in line with business plan •Military Division standard operating procedures
External factors: Member States will provide appropriate military capability for missions on a timely basis.		

Table 15
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-1	1	1	-
P-5	4	4	-
P-4	44	44	-
P-3	12	12	-
Subtotal	**61**	**61**	-
General Service category			
Other level	18	18	-
Subtotal	**18**	**18**	-
Total	**79**	**79**	-

B. Resource requirements, 1 July 2002-30 June 2003

(United States dollars)

	Amount
Consultants and experts	80 000
Travel	150 000
Training	1 753 000
Total	**1 983 000**

39. The proposed 2002/03 budget reflects maintenance funding for 79 posts and non-post resources of $1,983,000.

Non-staff requirements

40. **Contractual services ($80,000)**. Provision is made for military experts on readiness assistance/verification trips to Member States in support of the United Nations standby arrangements assistance team concept.

41. **Travel ($150,000)**. Provision is made for travel of the Military Adviser and the staff of the Military Division to liase and coordinate with external agencies (North Atlantic Treaty Organization (NATO), European Union (EU), African Union, Organization of American States (OAS), Organisation for Security and Cooperation in Europe (OSCE), the Standby High Readiness Brigade (SHIRBRIG), the South-Eastern Europe Brigade (SEEBRIG)) and with other United Nations agencies and for seminars and conferences and travel of the Force Generation Service staff to further develop the United Nations standby arrangements system and to assess potential troop-contributing country capabilities.

42. **Training ($1,753,000)**. The increase in funding reflects the planned increase in activities of the Training and Evaluation Service for the forthcoming period. A breakdown is provided in the table below.

Table 16
Training
(United States dollars)

Description	*Amount*
Representing the Department of Peacekeeping Operations in United Nations peacekeeping training environment	**48 000**
Attendance at academic and other international United Nations peacekeeping seminars and conferences	
Design, preparation and conduct of United Nations peacekeeping support to national, regional and international institutions	**990 000**
United Nations peacekeeping seminars, Kenya, Australia, Chile — standard generic training modules (level I)	
United Nations peacekeeping seminars, standard generic training modules, level II (two locations)	
Emerging troop-contributing country courses (two)	
Train the trainers course in gender	
United Nations peacekeeping specialized courses (two)	
Civilian police training activities (two)	
United Nations Training Assistance Teams availability to member States and regional organizations	
United Nations peacekeeping training assessment	
Development of standardized United Nations peacekeeping training material	**125 000**
Standard generic training modules (levels I and II)	
Civil Military Cooperation training packages	
Gender train the trainer package	
Revised United Nations peacekeeping principles and guidelines	
United Nations peacekeeping training quality assurance guidelines (assessment criteria)	
Production and distribution of United Nations peacekeeping training materials	**370 000**
Production of eight training publications	
United Nations peacekeeping publications CD-Rom 2003	
United Nations peacekeeping audio-visual training aids	
Military Division awareness materials	

Description	*Amount*
Development of Internet-based Military Division information sharing on United Nations peacekeeping	**30 000**
Military Division web portal	
Comprehensive Military Division database	
Enhance existing and establish new mission training cells	**190 000**
Visits to nine mission training cells	
Conduct of one mission training cell course	
Total	**1 753 000**

5. Civilian Police Division

Table 17
Results-based framework

Objective: To ensure the effective and expeditious planning and deployment of civilian police components of peacekeeping operations.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Positive feedback from the Under-Secretary-General for Peacekeeping Operations on advice provided on police matters Positive feedback from police contributing countries on briefings provided.	•Advice on policy and procedures regarding police matters •Briefings to contributing police countries
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	Agreement by Member States to proposed 100 person on-call rapid deployment mechanism	•Proposal for 100 person on-call rapid deployment mechanism •Mission plans for police components
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Approval of standardized guidelines and procedures by the Under-Secretary-General for Peacekeeping Operations Approval of a code of conduct by police contributing countries	•Standardized guidelines and procedures in the following areas — mission management desk officer standard operating procedure and mission planning standard operating procedure for the Civilian Police Division, code of conduct and related disciplinary procedures and implementing mechanisms, job profiles based on specific policing tasks •Revised selection assistance guidelines •Desk officer operational support mission visits programme •Best practices workshops •Coordinated administrative support for police components in regard to rotations, extensions and repatriations •Guidance and support to missions on police matters
4. Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	Approval of Civilian Police Division business plan by the Under-Secretary-General for Peacekeeping Operations	• Civilian Police Division business plan •Performance appraisal system developed in line with business plan
External factors: Member States will provide appropriate civilian police for missions on a timely basis. Peacekeeping partners will cooperate.		

Table 18
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-2	1	1	-
P-5	1	1	-
P-4	12	12	-
P-3	6	6	-
Subtotal	**20**	**20**	**-**
General Service category			
Other level	4	4	-
Subtotal	**4**	**4**	**-**
Total	**24**	**24**	**-**

B. Resource requirements, 1 July 2002-30 June 2003

(United States dollars)

	Amount
Travel	40 000
Total	**40 000**

43. The proposed 2002/03 budget reflects maintenance funding for 24 posts and non-post resources of $40,000.

Non-staff requirements

44. **Travel ($40,000)**. Provision is made for travel to seminars and conferences dealing with police issues related to peacekeeping, and for liaison and coordination activities with Member States, regional organizations and external agencies such as OSCE and EU.

6. Mine Action Service

Table 19
Results-based framework

Objective: To ensure an effective, pro-active and coordinated response to threats from landmines and unexploded ordnance.		
Expected accomplishment	*Indicator of achievement*	*Output*
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	Approval of emergency response plan by the Inter-Agency Coordination Group	•Final version of emergency response plan
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Approval by Under-Secretary-General for Peacekeeping Operations of mine action standard operating procedures Information Management System for Mine Action is used in two additional missions Applicable International Mine Action Standards are used in three missions	•Coordinated local, national and organizational plans and project proposals •Guidance and support, incorporating lessons learned, to missions in the area of mine action •Assessment and technical missions •Transition and exit strategies in the area of mine action •Evaluation reports on proposed mine action assets •Mine action standard operating procedures •Mine action programming handbook •Implemented Information Management System for Mine Action in two missions •Implemented International Mine Action Standards in three missions
4. Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	Approval of Mine Action Service business plan by the Under-Secretary-General for Peacekeeping Operations	•Mine Action Service business plan •Performance appraisal system developed in line with business plan
External factors: Donors will provide sufficient funds to support sustainable mine action operations. Appropriate security and political environment for conduct of safe mine action activities will exist, with access to affected areas. Appropriate personnel and technical and mechanical equipment will be available. Combatants will desist from continued use of mines.		

Table 20
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
P-4	1	1	-
P-3	3	3	-
Subtotal	**4**	**4**	**-**
General Service category			
Other level	1	1	-
Subtotal	**1**	**1**	**-**
Total	**5**	**5**	**-**

45. The proposed budget for the period from 1 July 2002 to 30 June 2003 reflects maintenance funding for five posts.

B. Overall resource requirements for the Department of Peacekeeping Operations

Table 21
Overall staffing and resource requirements

A. Staffing requirements[a]

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-2	2	3	1
D-1	7	9	2
P-5	31	32	1
P-4	144	145	1
P-3	137	137	-
P-2/P-1	11	11	-
Subtotal	**332**	**337**	**5**
General Service category			
Principal level	16	16	-
Other level	185	192	7
Subtotal	**201**	**208**	**7**
Total	**533**	**545**	**12**

[a] In addition, regular budget resources fund 1 USG, 2 ASGs, 5 D-2s, 5 D-1s, 5 P-5s, 7 P-4s, 4 P-3s, 7 P-2s and 20 GS-OL posts.

B. Resource requirements

(United States dollars)

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Posts	46 494 700	52 438 100	5 943 400
Other staff costs	520 000	470 000	(50 000)
Consultants and experts	230 000	1 041 500	811 500
Travel	435 000	745 000	310 000
Training	880 500	2 647 500	1 767 000
General operating expenses[a]	2 119 600	6 176 200	4 056 600
Supplies and materials	-	73 700	73 700
Electronic data-processing equipment and services	4 988 800	4 200 030	(788 770)
Furniture and equipment	417 800	99 800	(318 000)
Staff assessment	8 201 400	10 592 900	2 391 500
Total	**64 287 800**	**78 484 730**	**14 196 930**

[a] Provision for rental of premises has been allocated to the respective departments/offices.

Executive Office

Additional staff requirements

46. **Executive Officer (D-1).** The Office of Human Resources Management has delegated some authority in the area of human resources management to the Department of Peacekeeping Operations. In addition, the number of staff authorized for the Department has significantly increased over the past year. Both factors have contributed to the increased scope and complexity of the responsibilities of the position of Executive Officer, and it is therefore proposed to create a new post at the D-1 level. The post currently approved at the P-5 level would be used for the position of Deputy.

47. **Two administrative assistants (2 GS-OL).** The Executive Office currently has four administrative assistants responsible for the administration of the Department's staff, which represents a ratio of approximately 150 staff per assistant. Given the volume and type of work involved a maximum of 100 staff assigned to each administrative assistant is the optimal number of staff that can be effectively administered. The two requested posts would reduce the number of staff assigned to one assistant to just less than 100. The following table illustrates the growth in the overall strength of the Department relative to the number of staff in the Executive Office.

	1999	2000	2001	2002[a]
Authorized strength of the Department of Peacekeeping Operations	342	402	589	601
Executive Office staffing	10	11	12	15

[a] Figures for 2002 reflect the current budget proposal of 545 posts funded under the support account (subject to approval) plus 56 posts funded under the regular budget.

Non-staff requirements

48. **Rental of premises ($4,631,200).** This proposal is based on standard costs.

49. **General temporary assistance ($180,000).** Provision is made for temporary assistance of staff for maternity leave and extended sick leave or to meet peak work demands within the Department at the same level as for the current period, plus a corresponding provision for staff assessment.

50. **Overtime ($290,000).** The provision for overtime represents a reduction of $50,000 over the provision for the current period. Of the 91 newly approved posts, 55 have been filled on a temporary basis, pending recruitment. It is expected that recruitment will be finalized before the end of 2002. However, until such time as the new staff are on board and fully operational, there will remain a requirement for overtime in the 2002/03 budget.

51. **Travel ($205,000):**

(a) $125,000 is requested for staff exchanges with field missions. The benefits of such exchanges to both the Headquarters and field staff involved are considerable. The funding requested will provide for the travel and daily subsistence allowance cost of the mission staff for the duration of their stay at Headquarters. The costs of Headquarters staff on assignment would be met by the mission concerned. The provision requested is the same as that approved for the current period and is based on the cost of five exchanges for periods of three months each;

(b) $80,000 is requested for technical surveys to possible missions. While the costs of such surveys may subsequently be absorbed in the event that a mission is authorized, initial funding for planning and survey teams to potential mission areas must be met from the travel allotment of the Department of Peacekeeping Operations.

52. **Training ($200,000).** All staff need to keep abreast of developments and best practices in their substantive areas and to continue to develop management and technical skills, particularly in such specialist areas as aviation safety and information technology.

53. **Communications ($545,000).** The provision for telephone, telefax and cable charges between the Department and the mission, at a rate of $1,000 per person per year for 545 staff, represents a lower level than the standard cost based on previous expenditure patterns.

54. **Rental of office equipment ($96,000).** Provision is made for 16 of the Department's 29 photocopy machines.

55. **Office furniture and equipment ($99,800)**. The sum of $50,000 is requested for minor reconfiguration costs and $49,800 for furniture for new posts at standard cost.

56. **Maintenance of office equipment ($654,000)**. This request is based on $1,200 per computer, which includes the associated servers and networks, for 545 computers.

57. **Subscriptions ($50,000)**. Officers are required to keep abreast of current professional developments and standards in their areas, in particular, through online access to a number of reference documents on military, political and transportation data.

58. **Supplies ($73,700)**:

(a) Office supplies based on a standard rate of $100 per person for 545 staff account for $54,500;

(b) Photocopy paper for 16 photocopy machines based on an average monthly cost per machine of $100, account for $19,200.

IV. Executive Office of the Secretary-General

Table 22
Results-based framework

Objective: To provide overall leadership of peacekeeping operations.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Positive feedback from the Secretary-General on briefing notes and recommendations 100 per cent of reports to intergovernmental bodies are submitted by the due date	•Briefing notes and recommendations to the Secretary-General
External factors: Member States will be willing to implement the Secretary-General's recommendations.		

Table 23
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-1	1	1	-
P-5	1	1	-
Subtotal	**2**	**2**	**-**
General Service category			
Other level	1	1	-
Subtotal	**1**	**1**	**-**
Total	**3**	**3**	**-**

B. Resource requirements

(United States dollars)

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Posts	360 800	370 200	9 400
Other staff costs	5 000	-	(5 000)
General operating expenses	-	46 400	46 400
Staff assessment	68 300	82 200	13 900
Total	**434 100**	**498 800**	**64 700**

59. The proposed 2002/03 budget reflects maintenance funding for three posts and $46,400 for rental of premises based on standard costs.

V. Office of Internal Oversight Services

Table 24
Results-based framework

Objective: To enable the Secretary-General, the Security Council, the General Assembly and other intergovernmental bodies to determine as systematically and objectively as possible the efficiency and effectiveness of the Organization's activities with regard to peacekeeping, in relation to their objectives.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Positive feedback from the Secretary-General and others on advice, reports and briefings Number of peacekeeping recommendations of the Office of Internal Oversight Services adopted by the Secretary-General and others	•Advice and briefings on peacekeeping audits, management consulting and investigations •Inspection reports to the General Assembly •Assessed report on memorandums of understanding
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Number of peacekeeping recommendations of the Office of Internal Oversight Services adopted by the Department of Peacekeeping Operations and missions Positive feedback from the Department of Peacekeeping Operations and missions on advice, reports and briefings	•Annual audit plan for peacekeeping operations •Audit observations on peacekeeping operations •Assessment of peacekeeping operations highlighting significant findings and recommendations •Advice and briefings on audits, management consulting and investigations to peacekeeping operations •Investigated cases •Trained resident auditors for missions •Risk management and internal control self-assessment exercises
External factors: External parties will cooperate in audit, inspections and investigation matters.		

Table 25
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-1	1	1	-
P-5	2	2	-
P-4	7	7	-
P-3	3	3	-
Subtotal	**13**	**13**	**-**
General Service category			
Other level	3	3	-
Subtotal	**3**	**3**	**-**
Total	**16**	**16**	**-**

B. Resource requirements

(United States dollars)

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Posts	1 483 550	1 814 100	330 550
Consultants and experts	100 000	125 000	25 000
Travel	40 000	60 000	20 000
Training	-	90 000	90 000
General operating expenses	15 200	171 600	156 400
Electronic data-processing equipment and services	8 800	61 000	52 200
Furniture and equipment	15 900	-	(15 900)
Staff assessment	260 700	368 800	108 100
Total	**1 924 150**	**2 690 500**	**766 350**

60. The proposed 2002/03 budget reflects maintenance funding for 16 posts, and non-post resources of $507,600, including rental of premises of $144,600, based on standard costs.

Non-staff requirements

61. **Consultants ($125,000).** Provision is made for a series of 10 risk management and internal control self-assessment exercises (2 at Headquarters and 8 in missions)

for mission managers, including fees and travel for two consultants and the travel costs of two auditors of the Internal Audit Division.

62. **Travel ($60,000)**. Provision is made for backstopping missions during internal audits (12 trips).

63. **Training ($90,000)**. Provision is made for oversight training courses for resident auditors and for auditors at Headquarters who are responsible for backstopping missions.

64. **Communications ($27,000)**. This request relates to commercial communications.

65. **Electronic data-processing equipment ($61,000)**. Provision is made for:

(a) The Internal Audit Division to replace nine desktop computers with printers and for three additional laptop computers ($24,000);

(b) Seven audit automation software packages for the individual peacekeeping missions ($16,000);

(c) The Investigations Division to replace two desktop computers, printers and software ($6,000).

VI. Office of Legal Affairs

Table 26
Results-based framework

Objective: To protect the legal interests of the Organization with regard to peacekeeping.		
Expected accomplishment	*Indicator of achievement*	*Output*
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Feedback that legal advice resulted in an increased understanding of legal rights	•Legal opinions and advice regarding: Institutional and operational agreements; Legislative aspects and United Nations regulations and rules; Commercial aspects; Contractual, real-property, personal-injury and death claims; Financial aspects; Arbitration and litigation; Personnel matters and representation at the United Nations Administrative Tribunal; Privileges and immunities; Reviewed legislation of governance missions; Status of forces; Status of missions; Legal aspects of security
External factors: Local legal frameworks will be supportive of peacekeeping operations.		

Table 27
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
P-5	1	1	-
P-4	3	3	-
P-3	1	1	-
Total	**5**	**5**	-

B. Resource requirements

(United States dollars)

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Posts	610 300	626 200	15 900
Travel	-	10 000	10 000
Training	-	3 000	3 000
General operating expenses[a]	7 500	43 400	35 900
Electronic data-processing equipment and services	-	12 000	12 000
Staff assessment	103 000	126 500	23 500
Total	**720 800**	**821 100**	**100 300**

[a] Provision for rental of premises has been attributed to the respective departments/offices.

66. The proposed 2002/03 budget reflects maintenance funding for five posts and non-post resources of $68,400, including rental of premises of $43,400, based on standard costs.

Non-staff requirements

67. **Travel ($10,000)**. Provision is made for a visit to UNMIK in relation to legal issues arising out of the new allocation of responsibilities between UNMIK and the Kosovo Assembly.

68. **Training ($3,000)**. Provision is made to train one legal officer in international humanitarian law.

69. **Electronic data-processing services and equipment ($12,000)**. Provision is made to replace five laptop computers (one for the Office of the Legal Counsel, and four for the General Legal Division).

VII. Department of Public Information

Table 28
Results-based framework

Objective: To promote awareness of the central role of the United Nations and its relevance to the lives of peoples everywhere in addressing the challenges facing humankind, with regard to peacekeeping.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Approval of public information activities by legislative bodies in the context of peacekeeping	•Public information section in the reports of the Secretary-General
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	Deployment of public information staff with commencement of peacekeeping	•Pre-deployment assessment of public information needs •Formulated concepts of operations for a public information component •Deployed information chief, spokesperson and other public information staff
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Recommendations implemented by missions' public information components.	•Information strategies and promotional campaigns •Monitored and analysed international media reports on peacekeeping missions •Co-managed web site •Induction briefing and debriefing of senior public information staff
External factors: Media will be accessible in peacekeeping areas.		

Table 29
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
P-4	-	2	2
Total	-	**2**	**2**

B. Resource requirements

(United States dollars)

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Posts	-	251 200	251 200
Travel	-	50 000	50 000
General operating expenses	-	40 000	40 000
Electronic data-processing equipment and services	-	12 000	12 000
Staff assessment	-	50 300	50 300
Total	-	**403 500**	**403 500**

70. The proposed 2002/03 budget reflects funding for two newly requested posts, and non-post resources of $102,000, including $40,000 for rental of premises, based on standard costs. An outline of the division of responsibilities between the Department of Peacekeeping Operations and the Department of Public Information is set out in annex II to the present report.

Staffing requirements

71. **Two information officer posts (2 P-4)**. The posts are requested to contribute to accomplishments 1, 2 and 3, by providing planning and operational support to the public information components of approximately eight missions.

Non-staff requirements

72. **Travel ($50,000)**. Provision is made for eight visits to mid-size and large missions to improve their public information strategies and activities, and two trips to workshops to improve the efficacy of public information activities in the field.

73. **Electronic data-processing equipment ($12,000)**:

(a) $10,000 relates to two desktop computers with two printers and two laptop computers for new staff;

(b) A caller-ID telephone, television monitor and a multi-system video cassette recorder account for $2,000.

VIII. Department of Management

A. Individual results-based frameworks and related resource requirements

1. Contributions Service

Table 30
Results-based framework

Objective: To facilitate intergovernmental deliberations and decision-making on the issue of peacekeeping contributions.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Positive feedback from Member States on advice and reports provided	•Reports and advice to the General Assembly on peacekeeping contributions •Assessment documents for peacekeeping operations •Detailed report on the status of contributions •Informal summary of outstanding assessed contributions report •Informal summary of the status of contributions of the 15 major contributions and other Member States
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	90 per cent of communications to Member States for contributions are issued within 30 days after adoption of resolutions and receipt of related instructions from the Office of Programme Planning, Budget and Accounts 20 per cent reduction in backlog of compiled and translated assessment documents	•Notifications of assessments and credits for peacekeeping operations •Comprehensive reminder to Member States regarding unpaid assessments •Receipts for contribution from Member States for peacekeeping operations
External factors: Timing and complexity of General Assembly and Security Council decisions.		

Table 31
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
P-4	1	1	-
Subtotal	**1**	**1**	**-**
General Service category			
Other level	2	2	-
Subtotal	**2**	**2**	**-**
Total	**3**	**3**	**-**

74. The proposed 2002/03 budget reflects maintenance funding for three posts.

2. Treasury

Table 32
Results-based framework

Objective: To ensure the effective management and safeguarding of peacekeeping cash resources.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Number of recommendations adopted within the Secretariat and others	•Briefings and advice on peacekeeping treasury matters •Advice on incorporating treasury/foreign exchange matters in peacekeeping memorandums of understanding
3. Increased efficiency and effectiveness in conducting, managing, directing, and supporting peacekeeping operations	Investments secure with pooled returns equal to or above 90-day United States Treasury bill interest rate benchmark	•Payments to missions, international peacekeeping personnel, troop-contributing countries, Member States and others •Daily and monthly reports on missions' cash position •Missions cash transportation and storage policies & procedures •Maintained Headquarters payment system •Maintained two peacekeeping missions payment systems •Implemented one new peacekeeping mission payment system •Trained three missions in treasury procedures and policies •Implemented model banking agreement between two missions and local financial institutions
External factors: Level of banking, cash transportation and storage services in peacekeeping mission areas.		

Table 33
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
P-4	2	2	-
P-3	1	1	-
Subtotal	**3**	**3**	**-**
General Service category			
Other level	3	3	-
Subtotal	**3**	**3**	**-**
Total	**6**	**6**	**-**

B. Resource requirements, 1 July 2002-30 June 2003

(United States dollars)

	Amount
Other staff costs	10 000
Travel	20 000
Training	20 000
Supplies and materials	1 600
Electronic data-processing equipment and services	286 200
Furniture and equipment	4 000
Staff assessment	2 200
Total	**344 000**

75. The proposed 2002/03 budget reflects maintenance funding for six posts and non-post resources of $344,000.

Non-staff requirements

76. **Overtime ($10,000)**. Overtime is required to implement the payment system supporting the missions, plus staff assessment.

77. **Travel ($20,000)**. Provision is made for four trips to assess cash operations and payment systems in the missions.

78. **Training ($20,000)**. Training is required for Professional and General Service staff who will be implementing the payment system and investment and custody software.

79. **Electronic data-processing equipment ($60,000)**. Provision is made to upgrade personal computers and to install a T-1 line and the Integrated Services Digital Network (ISDN).

80. **Office furniture and equipment ($4,000)**. Provision is made for a cheque writing machine ($1,500), a cash counting machine ($1,500), headsets and an electronic stapler ($1,000).

81. **Electronic data-processing services ($226,200)**. Electronic data-processing requirements are shown in table 34.

Table 34

(Thousands of United States dollars)

Description	*Amount*
Contract interest and foreign exchange rate quotes	70.0
Bank credit rating service	15.0
Investment software contract	75.0
Cheque printing software contract	15.0
Database subscription	6.0
Securities custody fee	35.0
Maintenance data-processing equipment	8.2
Maintenance office automation equipment	2.0
Total	**226.2**

82. **Supplies ($1,600)**. Special ink cartridges are required to print cheques and field receipt forms on security paper.

3. Office of Programme Planning, Budget and Accounts

(a) Peacekeeping Financing Division

Table 35
Results-based framework

Objective: With regard to peacekeeping, to facilitate intergovernmental deliberations by the General Assembly and decision-making on the issues of planning, programming, budgeting and accounts of the Organization, and to ensure the sound financial management of the Organization and the effective monitoring and management of its assets, including the provision of timely services to the Secretariat and other users.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Positive feedback from the Advisory Committee on Administrative and Budgetary Questions and the General Assembly on the quality of budgets and performance reports submitted 100 per cent of submission deadlines for reports to the Department of General Assembly Affairs and Conference Services are met: (a) 31 December 2002: active missions; (b) 31 January 2003: inactive missions; (c) 28 February 2003: support account for peacekeeping operations and UNLB	•Budget estimates and performance reports for missions that are active, closed or in liquidation, and new missions authorized by the Security Council •Reports on administrative and budgetary aspects of the financing of United Nations peacekeeping operations: the support account for peacekeeping operations and UNLB
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Positive feedback from the Chief Administrative Officers on budget preparation process 100 per cent of troop-contributing countries payments are authorized for payment by due dates	•Reviewed mission performance expenditure reports on a quarterly basis •Quarterly reports on projected cash balances •Verified liabilities of troop-contributing countries •Troop cost payment instructions and notification letters to troop-contributing countries •Allotments •Web-based budget management information tool •Developed methodology for budget management autonomy •Implemented results-based budgeting methodology in missions •Mission personnel trained in results-based budgeting
External factors: Security Council decisions will allow timely budgeting of peacekeeping operations. Member States will make contribution payments promptly.		

Table 36
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-2	1	1	-
D-1	1	1	-
P-5	3	3	-
P-4	9	9	-
P-3	5	5	-
Subtotal	**19**	**19**	-
General Service category			
Principal level	1	1	-
Other level	12	12	-
Subtotal	**13**	**13**	-
Total	**32**	**32**	-

B. Resource requirements, 1 July 2002-30 June 2003

(United States dollars)

	Amount
Other staff costs	10 000
Consultants and experts	28 000
Travel	90 000
Training	150 000
Supplies and materials	15 000
Electronic data-processing equipment and services	14 400
Staff assessment	2 200
Total	**309 600**

83. The proposed 2002/03 budget reflects maintenance funding for 32 posts and non-post resources of $309,600.

Non-staff requirements

84. **Overtime ($10,000).** A provision for overtime is made for periods of peak workload, plus staff assessment.

85. **Consultants ($28,000)**. Provision is made for consultants to develop a web-based management information system to monitor the financial performance of missions, both at Headquarters and by the missions themselves: this will be an integral tool in supporting the enhancement of budget management autonomy to the missions.

86. **Travel ($90,000)**. A provision is made for visits to all missions to further improve the quality of budget submissions and training of mission counterparts.

87. **Training ($150,000)**. Training requirements comprise $30,000 for external training of staff of the Peacekeeping Financing Division in results-based budgeting and $120,000 to conduct a combined workshop at Turin for chief administrative officers and mission budget officers, to improve the use of the results-based budgeting methodology in future budget submissions and to facilitate the budget management autonomy project.

88. **Electronic data-processing equipment ($14,400)**. Provision is made to replace 6 laptop computers.

89. **Supplies ($15,000)**. Provision is made to produce a manual for the web-based management information system, user guidelines for the missions on results-based budgeting and delegated budgetary autonomy and training materials for the workshop in Turin.

(b) Accounts Division

Table 37
Results-based framework

Objective: With regard to peacekeeping, to facilitate intergovernmental deliberations by the General Assembly and decision-making on the issues of planning, programming, budgeting and accounts of the Organization, and to ensure the sound financial management of the Organization and the effective monitoring and management of its assets, including the provision of timely services to the Secretariat and other users.		
Expected accomplishment	*Indicator of achievement*	*Output*
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Positive audit opinion of the United Nations Board of Auditors on the peacekeeping financial statements 100 per cent of financial statements are available to the Board of Auditors within three months after the end of the financial period 100 per cent of payments to troop-contributing countries processed by due dates 100 per cent of payments to peacekeeping staff and vendors processed within 30 days of receipt of all appropriate documents, including changes in staff payroll High level of satisfaction from surveyed clients	•Financial statements and schedules •Guidance to peacekeeping operations on accounting and insurance matters •Approval of payments to Member States, staff and vendors •Negotiated peacekeeping insurance coverage and settled insurance claims
External factors: Member States, in particular the major contributors, will make contribution payments promptly, and the insurance industry will continue to offer suitable insurance coverage for peacekeeping operations.		

Table 38
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
P-5	1	1	-
P-4	4	4	-
P-3	6	6	-
P-2/P-1	1	1	-
Subtotal	**12**	**12**	-

	1 July 2001-30 June 2002	1 July 2002-30 June 2003	Change
General Service category			
Principal level	2	2	-
Other level	12	12	-
Subtotal	**14**	**14**	**-**
Total	**26**	**26**	**-**

B. Resource requirements, 1 July 2002-30 June 2003

(United States dollars)

	Amount
Other staff costs	180 000
Travel	10 000
Staff assessment	39 600
Total	**229 600**

90. The proposed 2002/03 budget reflects maintenance funding for 26 posts and non-post resources of $190,000.

Non-staff requirements

91. **General temporary assistance ($150,000)** is required to clear the accumulated backlogs in payroll, travel/vendor claims and processing by June 2003 of charges by the United Nations Development Programme (UNDP), plus staff assessment.

92. **Overtime ($30,000)** is required to prepare the annual financial statements, plus staff assessment.

93. **Travel ($10,000)**. Provision for travel is made to visit missions to provide support and guidance.

4. Office of Human Resources Management

Table 39
Results-based framework

Objective: To continue to develop and sustain a quality human resources management system that ensures that the Secretariat can carry out its functions efficiently and effectively.		
Expected accomplishment	*Indicator of achievement*	*Output*
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	Positive feedback from the Department of Peacekeeping Operations and missions at start up on the quality and timeliness of services of the Office of Human Resources Management 100 per cent of the urgent deployment requests of the Department of Peacekeeping Operations for medical clearances are processed on the same day	**Operational Services Division** •Reviewed post classification requests •Issued vacancy announcements •Shortlists of qualified candidates •Newly assigned personnel and recruited mission replacements in the Department of Peacekeeping Operations at Headquarters •Certified chief administrative officers and chief civilian personnel officers for new missions **Medical Services Division** •Medical survey reports •Identified regional medical evacuation centres •Roster of pre-qualified physician candidates •Established new United Nations civilian medical facilities •Mission specific health-related internal and external guidelines and procedures •Updated administrative instructions on medical standards, clearances, family leave, sick leave and maternity leave •Medically examined and immunized new mission staff •Issued medical kits **Specialist Services Division** •Established and issued new mission salary scales •Mission subsistence allowance rates and policies on entitlements
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	Positive feedback from Member States on the efficacy of human resources delegated authority monitoring system Positive feedback from the Department of Peacekeeping Operations and missions on the quality and timeliness of the services of the Office of Human Resources Management 100 per cent of the medical evacuation requests of the Department of Peacekeeping Operations are processed on the same day High level of satisfaction expressed by surveyed participants that training improved their skills	**Operational Services Division** •Developed human resources delegated authority monitoring system •Guidance and support to the Department of Peacekeeping Operations on human resources management in missions **Medical Services Division** •Mission health system assessment reports •Updated United Nations civilian medical facilities •Reviewed mission staff, military observers and civilian police medical cases to determine fitness for recruitment/assignment •Certified sick leave •Medical advice on evacuation/repatriation, compensation and disability

Objective: To continue to develop and sustain a quality human resources management system that ensures that the Secretariat can carry out its functions efficiently and effectively.		
Expected accomplishment	*Indicator of achievement*	*Output*
		•Reviewed troops medical cases for evacuation/repatriation, death and disability claims •Expanded medical database **Specialist Services Division** •Reviewed appeals and disciplinary matters •Prepared and submitted responses to cases before the Joint Appeals Board •Prepared materials for joint disciplinary cases •Advice to the Department of Peacekeeping Operations and missions on administration of justice matters •Guidance and support to missions on human resources rule and regulations management •Counselled staff in career, personnel matters and pre- and post-mission assignment problems •Reviewed mission salary scales, mission subsistence allowance rates and entitlements •Developed and updated policies on entitlements to missions •Designed and customized mission training and career support programmes to promote organizational core values and core and managerial competencies
External factors: National institutions will be supportive of efforts to improve local medical conditions at peacekeeping missions. No escalation of hostilities in countries where field personnel are deployed. No resurgence of epidemics nor emergence of new health hazards.		

Table 40
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
P-5	2	2	-
P-4	8	9	1
Subtotal	**10**	**11**	**1**
General Service category			
Other level	8	10	2
Subtotal	**8**	**10**	**2**
Total	**18**	**21**	**3**

B. Resource requirements, 1 July 2002-30 June 2003

(United States dollars)

	Amount
Other staff costs	250 000
Consultants and experts	194 100
Travel	275 000
Supplies and materials	100 000
Electronic data-processing equipment and services	216 800
Furniture and equipment	6 500
Staff assessment	55 000
Total	**1 097 400**

94. The proposed 2002/03 budget reflects maintenance funding for 18 posts, an additional 3 posts (1 P-4, 2 GS-OL) and non-post resources of $1,042,400.

Additional staffing requirements

95. **Medical Officer (P-4)**. The Medical Officer would contribute to accomplishments 2 and 3 by performing medical exams and providing medical clearance for staff going on mission, providing pre-mission and post-mission consultations and certifying sick leave requests. There is only one other physician currently funded from the support account while medical examinations attributed to peacekeeping made up 59 per cent of the total incoming exams (12,631) in 2001. Without this post, there would be a delay in medical clearance of peacekeepers, and sick leave and related correspondence would not be dealt with in a timely manner.

96. **Two nurses (G-5, G-6)** would contribute to accomplishments 2 and 3 by assisting in verifying medical preparedness of those travelling to missions and provide post-mission consultations and would advise staff in preparing documents for service-incurred illness/injury. Without these posts, it would not be possible to give priority service to staff going on mission, which could cause delay in their departures. Note that there are currently no support account funded posts for nurses.

Non-staff requirements

97. **General temporary assistance ($240,000)** is requested as follows:

(a) $30,000 for the Medical Services Division for temporary assistance to process sick leave certificates for personnel of the Department of Peacekeeping Operations worldwide;

(b) $110,000 for the Operational Services Division: for one equivalent P-3 level Human Resources Management Officer for six months to organize and monitor the recruitment campaign and two General Service (Other level) Human Resources Assistants, also for 6 months, to assist with the review of applications, preparation of shortlists of candidates and provide assistance to end users in the Department in using new electronic tools. Without these posts, the time required to carry out the recruitment campaign for the Department of Peacekeeping Operations for the newly

approved posts would be considerably longer, which would have a negative impact on the programme delivery of the Department;

(c) $100,000 for the Specialist Services Division to ensure that global staff development policies and centrally organized training programmes are suitably tailored to mission needs through working with the training unit of the Department to assess the career development and learning needs of mission personnel and based on this, customizing existing centrally managed learning programmes of the Office of Human Resources Management and/or developing new programmes. These activities are intended to enhance internal training capacity of the Department of Peacekeeping Operations.

98. **Overtime ($10,000)**. A provision for overtime is made for the Medical Services Division for the annual inactivation of medical files of civilian police monitors and military observers, plus staff assessment.

99. **Consultants ($194,100)** are requested for the Specialist Services Division for performance appraisal workshops to be held in 15 missions ($147,200) and for continuing the implementation of the generic job profile project in the Department of Peacekeeping Operations ($46,900).

100. **Travel ($275,000)** requirements are as follows:

(a) $30,000 for the Medical Services Division to assess host country medical facilities and health conditions and to monitor delegated medico-administrative functions in order to maintain quality of services and ensure consistency in decision-making;

(b) $50,000 for the Operational Services Division to monitor 10 missions;

(c) $195,000 for the Specialist Services Division for the Compensation and Classification Unit to conduct a review of the mission subsistence allowance rates and salary surveys ($130,000), for the Administrative Law Unit to investigate disciplinary cases in missions ($50,000) and for the Staff Development Service to assess and customize learning and career development programmes to missions' needs ($15,000).

101. **Electronic data-processing equipment ($216,800)**. Provision is made for:

(a) $12,000 for the Operational Services Division to replace five desktop computers plus printers;

(b) $4,800 for the Specialist Services Division to replace two desktop computers;

(c) $200,000 for the Medical Services Division to install an automated health information management system capable of tracking personnel of the Department of Peacekeeping Operations worldwide.

102. **Supplies ($100,000)**. Provision is made for the purchase of vaccines, medical kits and health education materials for all staff being deployed to missions for the Medical Services Division.

103. **Furniture ($6,500)**. Provision is made for the purchase of office furniture and fixtures for the Specialist Services Division.

5. Office of Central Support Services

Table 41
Results-based framework

Objective: To ensure continued efficient, effective and high-quality support to substantive programmes, with regard to peacekeeping, in the areas of security and safety, information technology, information management, procurement, travel and transportation, facilities management, archives and record management and management of commercial activities.		
Expected accomplishment	*Indicator of achievement*	*Output*
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates.	**Procurement Division** Strategic deployment stock kits accepted by UNLB High level of satisfaction from surveyed missions at startup	**Procurement Division** • Contracts awarded, purchase orders issued and systems contracts placed for kits of strategic deployment stocks • Deployed procurement staff and technical advice to new mission on procurement matters
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations.	**Procurement Division** High level of satisfaction from surveyed Department of Peacekeeping Operations and missions 75 per cent reduction in number of conforming requisitions unprocessed in Procurement Division after 14 days of receipt Number of procurement tools adopted by missions	**Procurement Division** • Awarded conracts, issued purchase orders • Procurement manual and standard tools and documentation • Procurement support mission reports • Procurement training programme • Technical advice to missions on procurement matters
	Information Technology Services Positive feedback from surveyed users of information technology services	**Information Technology Services** ▪ Supported satellite links twenty-four hours a day, 7 days a week ▪ Maintained and supported dedicated voice and fax channels ▪ Maintained and supported Headquarters and mission crypto units ▪ Intranet access implementation plan ▪ Maintained and supported technical infrastructure ▪ Supported intranet connectivity, including IMIS
	Security and Safety Service Positive feedback from missions on the increased confidence and competence of United Nations security staff	**Security & Safety Service** • Trained mission security and safety first line officers in fire arms qualifications, hostage awareness, bomb recognition, VIP/personal protection, investigative procedures, hazardous materials/fire and safety, defensive techniques, general security duties, protocols and procedures, ten minute medicine and oleoresin capisicum spray • Trained mission security and safety supervisors/ managers in incident command systems, operational planning, interpersonal skills, risk assessment guidelines and physical security surveys • Updated mission safety and security standard operating procedures

Objective: To ensure continued efficient, effective and high-quality support to substantive programmes, with regard to peacekeeping, in the areas of security and safety, information technology, information management, procurement, travel and transportation, facilities management, archives and record management and management of commercial activities.

Expected accomplishment	*Indicator of achievement*	*Output*
		• Bi-annual mission assessment of safety and security standards and services • Annual mission assessment on training and development initiatives • Guidance and support to missions on safety and security matters
	Travel and Transportation Service Positive feedback from surveyed users of travel and transportation service	**Travel and Transportation Service** • Negotiated travel agreements • Audited travel requests • Issued United Nations travel documents and visas • Processed shipments and customs clearance • Shipment insurance claims • Approved shipping invoices • Received and delivered goods, materials and parcels • Shipped mission office supplies
	Facilities Management Division 80 per cent of incoming pouches and mail are distributed within eight hours of receipt 80 per cent of materials for pouch are dispatched by the next scheduled day of delivery, all first class postal mail dispatched same day and other mail within 24 hours of receipt Inter-office communications are dispatched within four hours in Secretariat and six hours between outlying buildings	**Facilities Management Division** • Delivered incoming mail and pouches • Dispatched outgoing mail and pouches • Delivered interoffice mail
	Archives and records management Standard mission records management programme in use at two missions	**Archives and records management** • Records management tools: policy and procedures manual, training materials, retention schedule and file classification scheme • Archived mission records at Headquarters

External factors: Suppliers will deliver goods and services as contracted to missions. United Parcel Service (UPS) and couriers will deliver on time. External information and technology service providers will be able to deliver services as contracted to missions. Developments in the airline and shipping industries will continue to allow negotiation of favourable contracts. Suitable qualified candidates will be available to serve in missions.

Table 42
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
P-5	1	1	-
P-4	8	8	-
P-3	8	9	1
P-2/P-1	2	3	1
Subtotal	**19**	**21**	**2**
General Service and related categories			
Principal level	-	5	5
Other levels	16	16	-
Security Service	3	3	-
Subtotal	**19**	**24**	**5**
Total	**38**	**45**	**7**

B. Resource requirements, 1 July 2002-30 June 2003

(United States dollars)

	Amount
Other staff costs	35 000
Travel	40 000
Training	25 000
Electronic data-processing equipment and services	35 000
Staff assessment	7 700
Total	**142 700**

104. The proposed 2002/03 budget reflects maintenance funding for 38 posts, an additional 7 posts (1 P-3, 1 P-2 and 5 GS-PL) and non-post resources of $142,700.

Additional staffing requirements

105. The post of **Procurement Officer (P-3), Procurement Division**, is requested to contribute to accomplishment 3, by sustaining the work throughput and addressing the backlog of requisitions. Without this post, the 75 per cent reduction in the number of conforming requisitions unprocessed in Procurement Division within 14 days of receipt could not be fully achieved.

106. The post for **Internet/Intranet support for missions (P-2), Information Technology Service Division**, is requested to contribute to accomplishment 3, by

devising an implementation plan, implementing and maintaining access for missions to the United Nations Intranet (including IMIS). Without this post, Intranet connectivity could not be fully achieved.

107. Five posts for **wide-area network support staff (5 GS-PL), Information Technology Service Division**, are requeted to contribute to accomplishment 3, by providing support 24 hours a day, 7 days a week to the wide area network and the supporting satellite links. Without these posts, the technical infrastructure could not be supported and maintained on a 24-hour basis.

Non-staff requirements

108. **Overtime ($35,000).** Provision is made for:

(a) $10,000 for the Procurement Division to meet immediate operational needs;

(b) $25,000 for the Information Technology Service Division on the basis of 40 hours per month at the G-7 level, to compensate for technical support provided to the Secretary-General when visiting peacekeeping missions, plus staff assessment.

109. **Travel ($40,000).** Provision is made for:

(a) $20,000 for the Procurement Division to participate in three management review missions;

(b) $20,000 for the Archives and Records Management Section to visit two missions twice a year to assess and implement improvements to records management.

110. **Training ($25,000).** Provision is made for five staff in the Security and Safety Service at $5,000 per training event.

111. **Electronic data-processing equipment ($35,000).** Provision is made for four desktop and two laptop computers, colour printer laser jet, a portable badging ID unit, a scanner, an external compact disc writer, and two facsimile machines for the Mission Training Unit in the Security and Safety Service.

B. Overall resource requirements for the Department of Management

Table 43
Overall staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
D-2	1	1	-
D-1	1	1	-
P-5	7	7	-
P-4	32	33	1
P-3	20	21	1
P-2/P-1	3	4	1
Subtotal	**64**	**67**	**3**
General Service and related categories			
Principal level	3	8	5
Other level	53	55	2
Security Service	3	3	-
Subtotal	**59**	**66**	**7**
Total	**123**	**133**	**10**

B. Resource requirements

(United States dollars)

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Posts	9 458 450	12 026 500	2 568 050
Other staff costs	623 300	545 000	(78 300)
Consultants and experts	120 000	222 100	102 100
Travel	323 600	435 000	111 400
Training	-	195 000	195 000
General operating expenses[a]	9 055 850	1 588 700	(7 467 150)
Supplies and materials	101 350	128 900	27 550
Electronic data-processing equipment and services	182 200	552 400	370 200
Furniture and equipment	103 200	22 400	(80 800)
Staff assessment	1 708 050	2 549 700	841 650
Total	**21 676 000**	**18 265 700**	**(3 410 300)**

[a] Provision for rental of premises has been allocated to the respective departments/offices.

Non-staff requirements

112. Provision is included for the following centralized non-staff requirements, based on standard costs: rental of premises ($1,191,700), communications ($249,400), rental of office equipment ($24,600), office furniture and equipment ($11,900), maintenance of office equipment ($123,000) and supplies ($12,300).

113. **General temporary assistance ($60,000).** Provision is made for temporary assistance of staff, for maternity leave, extended sick leave or to meet peak work demands within the Department, at the same level as for the current period, plus applicable staff assessment.

IX. Office of the United Nations Security Coordinator

Table 44
Results-based framework

Objective: To ensure continued efficient, effective and high-quality support to substantive programmes in security and safety.		
Expected accomplishment	*Indicator of achievement*	*Output*
1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	Positive feedback from legislative bodies on advice and reports	•Briefings and advice on peacekeeping security and safety •General Assembly report on the Department of Peacekeeping Operations and interaction with the Office of the United Nations Security Coordinator
2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	Number of security and safety recommendations adopted by new peacekeeping missions	•New peacekeeping missions technical assessment reports/visit •New peacekeeping missions personnel trained in security & safety •Standard peacekeeping mission security and safety templates
3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	25 per cent reduction in the number of peacekeeping mission personnel killed or wounded by malicious acts or accidents Number of security and safety recommendations adopted by peacekeeping missions Emergency response team deployed from Headquarters within eight hours	• Ongoing peacekeeping missions technical assessment reports/visits • Developed peacekeeping security readiness measurement system • Developed security and safety training manual and programme • Ongoing peacekeeping missions personnel trained in security and safety • Peacekeeping missions security and safety compliance reports • Screened security personnel • Serious incidents reports • Deployable emergency team • Developed stress management standard operating procedures and workshop • Peacekeeping mission personnel psychosocial needs survey
External factors: Peacekeeping partners and local institutions will cooperate fully in security and safety matters.		

Table 45
Staffing and resource requirements

A. Staffing requirements

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Professional category and above			
P-5	1	1	-
P-4	4	4	-
Subtotal	**5**	**5**	**-**
General Service category			
Other level	2	2	-
Subtotal	**2**	**2**	**-**
Total	**7**	**7**	**-**

B. Resource requirements

(United States dollars)

	1 July 2001-30 June 2002	*1 July 2002-30 June 2003*	*Change*
Posts	523 100	764 300	241 200
Travel	30 000	75 000	45 000
General operating expenses[a]	26 400	104 300	77 900
Supplies and materials	400	6 500	6 100
Electronic data-processing equipment and services	27 200	14 750	(12 450)
Furniture and equipment	-	30 700	30 700
Staff assessment	99 300	156 500	57 200
Total	**706 400**	**1 152 050**	**445 650**

[a] Provision for rental of premises has been allocated to the respective departments/offices.

114. The proposed 2002/03 budget reflects maintenance funding for seven posts and non-post resources of $231,250, including rental of premises of $57,400, based on standard costs.

Non-staff requirements

115. **Travel ($75,000).** Provision is made for 25 technical survey/assessment missions, training and missions for immediate emergency requirements for hostage incident management and stress management support.

116. **Communications ($35,000).** Requirements amount to $7,000 per Professional staff member.

117. **Electronic data-processing equipment ($14,750).** The following electronic data-processing and other equipment for the new posts was not included in the last budget submission: 4 desktop computers with monitors ($1,550 each), 4 printers ($700 each), one laptop computer ($2,400), one satellite telephone ($7,000) and two mobile telephones ($400 each), two global positioning systems (GPS) at $400 each and a digital camera ($1,500).

118. **Maintenance of office equipment ($11,900)** is provided for at $1,700 per person.

119. **Office furniture ($30,700).** Provision is made for $13,800 for 2 P-4 posts, $10,000 for 2 GS-OL posts.

120. **Supplies ($6,500).** Provision is made for $930 per person, for office automation supplies and general supplies.

X. Consolidated outputs

1. Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Secretary-General

Executive Office of the Secretary-General

- Briefing notes and recommendations to the Secretary-General

Department of Peacekeeping Operations

Office of Under-Secretary-General

- Reports and briefings to the Security Council, legislative bodies and troop-contributing countries
- Briefings to Member States and others on peacekeeping activities and accomplishments
- Published articles, speeches and presentations on peacekeeping issues at conferences and representational activities
- Support to the Special Committee on Peacekeeping Operations and other relevant intergovernmental bodies

Office of Operations

- Comprehensive and substantive reports of the Secretary-General to the Security Council
- Letters from the Secretary-General to the President of the Security Council
- Substantive background notes to the Security Council, the Secretary-General and other senior officials
- Notes on meetings/consultations of the Security Council
- Troop contributor consultations chaired by the Department of Peacekeeping Operations or the Security Council
- Oral briefings to the Security Council, the General Assembly, troop contributors and other Member States on various issues relating to peacekeeping
- Background information and advice to the General Assembly on matters related to peacekeeping operations

Administrative Support Division

- Advice on policy and procedures in respect of financial, budgetary and personnel matters
- Briefings to troop-contributing countries on the process of contingent-owned equipment and other financial matters, and on personnel matters

Logistics Support Division

- Advice on policy and procedures for logistics, communications and information technology matters
- Briefs to troop-contributing countries on logistics, communications and information technology matters
- Regular summary of Headquarters and mission logistics management actions for the Secretary-General

Military Division

- Advice and information sharing with other departments, United Nations and non-United Nations agencies, Member States, military elements of regional organizations on the utilization of military capability
- Military Division web site

Civilian Police Division

- Advice on policy and procedures regarding police matters
- Briefings to countries contributing police

Department of Management

Contributions Service

- Reports and advice to the General Assembly on peacekeeping contributions
- Assessment documents for peacekeeping operations
- Detailed report on the status of contributions
- Informal summary of outstanding assessed contributions report
- Informal summary of the status of contributions of the 15 major contributors and other Member States

Treasury

- Briefings and advice on peacekeeping treasury matters
- Advice on incorporating treasury/foreign exchange matters in peacekeeping memorandums of understanding

Peacekeeping Financing Division

- Budget estimates and performance reports for missions that are active, closed or in liquidation, and new missions authorized by the Security Council
- Reports on administrative and budgetary aspects of the financing of United Nations peacekeeping operations: the support account for peacekeeping operations and UNLB

Office of Internal Oversight Services

- Advice and briefings on peacekeeping audits, management consulting and investigations
- Inspection reports to the General Assembly
- Assessed report on memorandums of understanding

Department of Public Information

- Public information section in the reports of the Secretary-General

Office of the United Nations Security Coordinator

- Briefings and advice on peacekeeping security and safety
- General Assembly report on the Department of Peacekeeping Operations and interaction with the Office of the United Nations Security Coordinator

2. Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Department of Peacekeeping Operations

Office of Under-Secretary-General

- Integrated mission planning template
- Mission planning exercise
- Manual for multi-dimensional peacekeeping operations
- Lessons learned analyses of completed mission planning processes

Department of Management

Office of Human Resource Management

Operational Services Division

- Reviewed post classification requests
- Issued vacancy announcements
- Short lists of qualified candidates
- Newly assigned personnel and recruited mission replacements in the Department of Peacekeeping Operations at Headquarters
- Certified chief administrative officers and chief civilian personnel officers for new missions

Specialist Services Division

- Established and issued new mission salary scales
- Mission subsistence allowance rates and policies on entitlements

Medical Services Division

- Medical survey reports
- Identified regional medical evacuation centres
- Roster of pre-qualified physician candidates
- Established new United Nations civilian medical facilities
- Mission specific health-related internal and external guidelines and procedures
- Updated administrative instructions on medical standards, clearances, family leave, sick leave and maternity leave
- Medically examined and immunized new mission staff
- Issued medical kits

Office of Central Support Services

Procurement Division

- Contracts awarded, purchase orders issued and systems contracts placed for kits of strategic deployment stocks
- Deployed procurement staff and technical advice to new missions on procurement matters

Office of Operations

- Integrated concepts of operations for new missions

Logistics Support Division

- Table of equipment and technical specifications, standby rosters and support policies
- Kits of strategic deployment stocks ready to deploy at UNLB
- Strategic deployment stocks polices on management structure and support contracts established

Civilian Police Division

- Proposal for 100 person on-call rapid deployment mechanism
- Mission plans for police components

Administrative Support Division

- Mission planning templates
- Surge roster and eminent persons roster
- Standby arrangements for personnel with United Nations agencies and other entities/professional organizations
- Generic job descriptions for mission critical posts
- Roster of pre-cleared candidates by occupational group/function
- Operational requirements for pre-mandate commitment authority

Military Division

- Refined military mission planning process
- Developed consultation process with potential troop-contributing countries
- Updated United Nations standby arrangement system
- Mission Headquarters orientation programme

Mine Action Service

- Final version of emergency response plan

Department of Public Information

- Pre-deployment assessment of public information needs
- Formulated concepts of operations for a public information component
- Deployed information chief, spokesperson and other public information staff

Office of the United Nations Security Coordinator

- New peacekeeping missions technical assessment reports/visits
- New peacekeeping missions personnel trained in security and safety
- Standard peacekeeping mission security and safety templates

3. Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Department of Peacekeeping Operations
Office of the Under-Secretary-General

- Standard operating procedures for public information components of missions, revised security management system and child protection advisers
- Common methodology for the extraction of lessons learned and best practices in the missions
- Initiation of an electronic network for the sharing of best practices
- Policy advice to missions on gender issues and disarmament, demobilization and reintegration
- Reviewed disarmament, demobilization and reintegration guidelines and training curriculum
- Established procedures for completion, issuance and maintenance of standard operating procedures

Office of Operations	*Administrative Support Division*	*Logistics Support Division*	*Military Division*	*Civilian Police Division*	*Mine Action Service*
•Guidance and support to missions on operational matters •Coordinated system-wide task forces and working groups on peacekeeping operations •Advice on peacekeeping related issues to internal and external entities •Updated concepts of operations for ongoing missions •Situation Centre operated 24 hours a day/7 days a week •Daily summary report on situation in missions	•Reviewed budget estimates and budget performance reports •Supplementary financial information to the Office of Programme Planning, Budget and Accounts •Negotiated memorandums of understanding with troop-contributing countries •Certified contingent-owned equipment, death and disability and other claims and cleared letters of assist •Updated mission finance manual, contingent-owned equipment manual, standard operating procedures for financial management practices in missions •Responses to internal and external audit recommendations and observations •Recruited and assigned mission staff, administered international mission staff •Revised mission personnel policies and procedures and policies, standard operating procedures for selection and grading of staff •Training strategy and developed mission training modules •Guidance and support to missions on finance and personnel policies and procedures	•45 draft standard operating procedures •Support plans developed and approved for all missions •Guidance and support to missions on logistical, aviation, medical, communications, environmental and information technology matters •Acquisition process review report •Requisitions, material release orders and letters of assist •Approved process for global peacekeeping asset and expendables management and reporting •Communication and information technology customer support and disaster recovery procedures •Global logistics support strategy and plan •Developed training courses for the staff of the Integrated Support Services, the Communication and Information Technology Service, the Engineering Service and the transport and air transport units •Logistics familiarization course for chief administrative officers •Desk officer and logistic officer mission visit reports •Developed training course for Logistics Support Division section chiefs and desk officers	•Desk officer mission visit reports •Annual reviews of mission military components •Standard operating procedures and guidelines: force headquarters generic standard operating procedure, guidelines for selection, deployment, rotation and repatriation of individuals/ contingents, Department of Peacekeeping Operations policy on nuclear, biological and chemical protection, United Nations training guidelines for national staff colleges •Pre-deployment induction and post-appointment briefings for senior military personnel •Automated processes and standardized procedures for management and administration of individual rotations and repatriations •Secretariat instruction on conditions of service; •Standardized generic training modules and training material •Regional seminars and specialized courses •Pre-deployment training assessment criteria •Training package for United Nations standby arrangement system •Mission training cells •Conference of military heads of mission •Updated mission security and evacuation plans •Guidance and support to missions on utilization of military capability	•Standardized guidelines and procedures in the following areas — Civilian Police Division mission management desk officer standard operating procedure, Civilian Police Division mission planning standard operating procedure, code of conduct and related disciplinary procedures and implementing mechanisms, job profiles based on specific policing tasks •Revised selection assistance guidelines •Desk officer operational support mission visits programme •Best practices workshops •Coordinated administrative support for police components in regard to rotations, extensions and repatriations •Guidance and support to missions on police matters	•Coordinated local, national and organizational plans and project proposals •Guidance and support, incorporating lessons learned, to missions in the area of mine action •Assessment and technical missions •Transition and exit strategies in the area of mine action •Evaluation reports on proposed mine action assets •Mine action standard operating procedures •Mine action programming handbook •Implemented the Information Management System for Mine Action in 2 missions •Implemented International Mine Action Standards in 3 missions

Department of Management

Contributions Service

- Notifications of assessments and credits for peacekeeping operations
- Comprehensive reminder to Member States regarding unpaid assessments
- Receipts for contribution from Member States for peacekeeping operations

Treasury

- Payments to missions, international peacekeeping personnel, troop-contributing countries, Member States and others
- Daily and monthly reports on cash position of missions
- Missions cash transportation and storage policies and procedures
- Maintained headquarters payment system
- Maintained 2 payment systems for peacekeeping missions
- Implemented 1 new peacekeeping mission payment system
- Trained 3 missions in treasury procedures and policies
- Implemented model banking agreement between 2 missions and local financial institutions

Peacekeeping Financing Division

- Reviewed mission performance expenditure reports on a quarterly basis
- Quarterly reports on projected cash balances
- Verified liabilities of troop-contributing countries
- Troop cost payment instructions and notification letters to troop-contributing countries
- Allotments
- Web-based budget management information tool
- Developed methodology for budget management autonomy
- Implemented results-based budgeting methodology in missions
- Mission personnel trained in results-based budgeting

Accounts Division

- Financial statements and schedules
- Guidance to peacekeeping operations on accounting and insurance matters
- Approval of payments to Member States, staff and vendors
- Negotiated peacekeeping insurance coverage and settled insurance claims

Office of Human Resource Management

Operational Services Division

- Developed human resources delegated authority monitoring system
- Guidance and support to the Department of Peacekeeping Operations on human resources management in missions

Medical Services Division

- Mission health system assessment reports
- Updated United Nations civilian medical facilities
- Reviewed mission staff, military observers and civilian police medical cases to determine fitness for recruitment/assignment
- Certified sick leave
- Medical advice on evacuation/ repatriation, compensation and disability
- Reviewed troops medical cases for evacuation/repatriation, death and disability claims
- Expanded medical database

Specialist Services Division

- Reviewed appeals and disciplinary matters
- Prepared and submitted responses to cases before the Joint Appeals Board
- Prepared materials for joint disciplinary cases
- Advice to the Department of Peacekeeping Operations and missions on administration of justice matters
- Guidance and support to missions on human resources rules and regulations management
- Counselled staff in career, personnel matters and pre- and post-mission assignment problems
- Reviewed mission salary scales, mission subsistence allowance rates and entitlements
- Developed and updated policies on entitlements to missions
- Designed and customized mission training and career support programmes to promote organizational core values and core and managerial competencies

Office of Central Support Services

Procurement Division

- Award contracts and issued purchase orders
- Procurement manual and standard tools and documentation
- Procurement support mission reports
- Procurement training programme
- Technical advice to missions on procurement matters

Information Technology Services Division

- Supported satellite links 24 hours a day, 7 days a week
- Maintained and supported dedicated voice and fax channels
- Maintained and supported headquarters and mission crypto units
- Intranet access implementation plan
- Maintained and supported technical infrastructure
- Supported intranet connectivity, including IMIS

Security and Safety Service

- Trained mission security and safety first line officers
- Trained mission security and safety supervisors/managers
- Updated mission safety and security standard operating procedures
- Biannual mission assessment of safety and security standards and services
- Annual mission assessment on training and development initiatives
- Guidance and support to missions on safety and security matters

Travel and Transportation Service

- Negotiated travel agreements
- Audited travel requests
- Issued United Nations travel documents and visas
- Processed shipments and customs clearance
- Shipment insurance claims
- Approved shipping invoices
- Received and delivered goods, materials and parcels
- Shipped mission office supplies

Facilities Management Division

- Delivered incoming mail and pouches
- Dispatched outgoing mail and pouches
- Delivered interoffice mail

Archives and records management

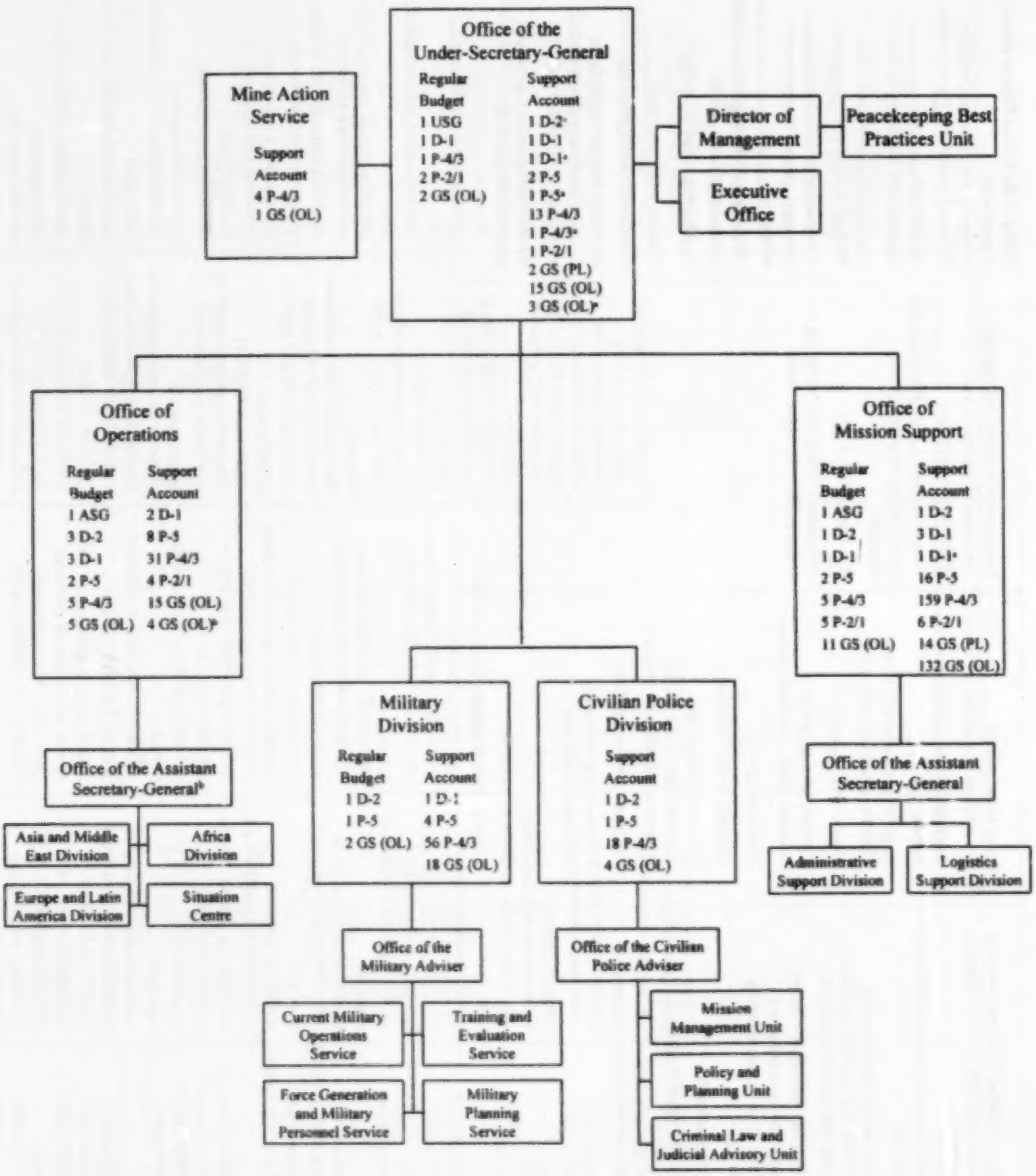
- Records management tools: policy and procedures manual, training materials, retention schedule and file classification scheme
- Archived mission records at headquarters

Office of Internal Oversight Services	Office of Legal Affairs	Department of Public Information	Office of the United Nations Security Coordinator
•Annual audit plan for peacekeeping operations •Audit observations on peacekeeping operations •Assessment of peacekeeping operations highlighting significant findings and recommendations •Advice and briefings on audits, management consulting and investigations to peacekeeping operations •Investigated cases •Trained resident auditors for missions •Risk management and internal control self-assessment exercises	•Legal opinions and advice regarding: Institutional and operational agreements; Legislative aspects and United Nations regulations and rules; Commercial aspects; Contractual, real property, personal injury and death claims; Financial aspects; Arbitration and litigation; Personnel matters and representation at the United Nations administrative tribunals; Privileges and immunities; Reviewed legislation of governance missions; Status of forces; Status of missions; Legal aspects of security.	•Information strategies and promotional campaigns •Monitored and analysed international media reports on peacekeeping missions •Co-managed web site •Induction briefing and debriefing of senior public information staff	•Ongoing peacekeeping missions technical assessment reports/visits •Developed peacekeeping security readiness measurement system •Developed security and safety training manual and programme •Ongoing peacekeeping missions personnel trained in security and safety •Peacekeeping missions security and safety compliance reports •Screened security personnel •Serious incidents reports •Deployable emergency team •Developed stress management standard operating procedures and workshop •Peacekeeping mission personnel psychosocial needs survey

Annex I

Department of Peacekeeping Operations

Proposed staffing for the period from 1 July 2002 to 30 June 2003



[a] New posts.

[b] Support to field operations is integrated and coordinated through the Assistant Secretary-General for Operations as the senior Assistant Secretary-General.

Annex II

Division of responsibilities between the Department of Peacekeeping Operations and the Department of Public Information

Public information task in support of peacekeeping operations	*Responsible office*	*Inputs/advice*
Organize and oversee predeployment field surveys of public information, media and public outreach requirements	DPI	DPKO
Advise on requirements related to public information to be included in the status of mission/forces agreement	DPI	DPKO
Develop deployment timetables, equipment requirements, draft budgets and staffing tables	DPI	DPKO
Identify and recommend the appointment of qualified and experienced public information personnel for mission service, including the spokesman, and establish a roster of such personnel	DPI	DPKO
Ensure the early deployment of appropriate public information staff and all necessary equipment, including a rapidly deployable start-up kit	DPKO	DPI
Maintain regular contact with the public information components of the missions and provide assistance and guidance in carrying out the operational plan	DPKO	DPI
Maintain liaison with the Military Division and the Civilian Police Division to ensure that a military spokesman and a civilian police spokesman are identified for missions where these functions are appropriate, and that they work closely with the civilian spokesman	DPKO	
Develop ongoing training procedures for mission personnel whose work entails significant public information activity, including the Special Representative of the Secretary-General, the Force Commander, the military spokesperson and the civilian police spokesperson	DPKO	DPI
Enhance standby capacity through cooperative arrangements with Member States, non-governmental organizations and United Nations Volunteers	DPI	DPKO
Translate the political and strategic information requirements of each mission into operational public information plans	DPKO	DPI

Public information task in support of peacekeeping operations	*Responsible office*	*Inputs/advice*
Develop concepts for programming packages during the pre- and post-deployment stages of peace missions, taking advantage of the ongoing relationships of the Department of Public Information with regional broadcasting partners	DPI	DPKO
Facilitate coverage of peacekeeping operations by the media	DPKO/DPI	
Develop standard operating procedures and guidelines for the public information components of peace missions, and familiarize mission information personnel with these procedures and guidelines	DPKO	DPI
Monitor internally and externally the effectiveness of the public information campaigns in peace operations, and propose appropriate responses for shortcomings	DPI	DPKO
Maintain liaison with United Nations agencies on overall public information strategies and advise field public information components on the ground on the coordination of messages with humanitarian agencies	DPI	DPKO
Work with United Nations agencies active in the mission area on the shared use of information assets in field operations	DPI	
Prepare, produce and disseminate promotional materials on peace operations and disarmament, including books, information kits, timeline wall charts, the *Year in Review*, monthly background notes, newsletters, posters, press releases and features	DPI	DPKO
Create and maintain pages on the United Nations web site about peacekeeping, as well as other peace operations (e.g., peacemaking, peace-building)	DPI	DPKO
Organize promotional events, media encounters and press conferences in close collaboration with the Office of the Spokesman and substantive offices, and preparing memorial panels for United Nations peacekeepers and staff members who have lost their lives in the service of peace	DPI	DPKO
Handle media relations for the Department of Peacekeeping Operations and working with the Office of the Spokesman for the Secretary-General on issues related to peacekeeping	DPKO	DPI
Assist peacekeeping operations in managing media relations during crises	DPKO	DPI